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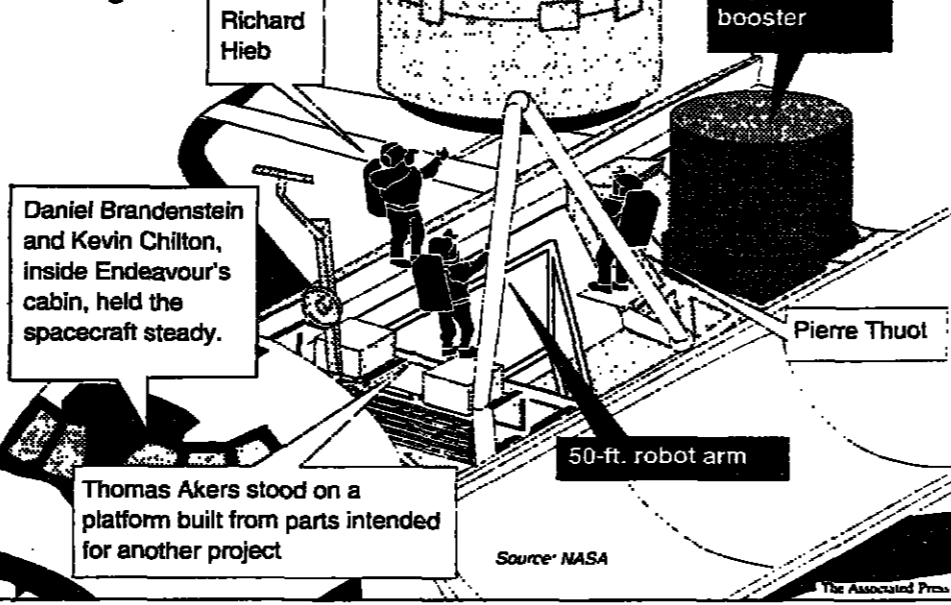
Japan's crown prince is expected to marry...

3 Astronauts Seize Satellite and Return It to Orbit

CAPE CANAVERAL, Florida — A large communications satellite, rescued by spacewalking astronauts...

Rescuing A Satellite by Hand

Three astronauts seized the spinning satellite by hand, steadied it and wrestled it into the shuttle's bay...



and previous attempts on this mission had mainly used some type of hardware. As they floated above Earth, the three astronauts grabbed the wobbling 4.5-ton, 17-foot...

German Union Rejects Pay Deal Just 44% of Public Workers Back Last Week's Accord

By Richard E. Smith International Herald Tribune FRANKFURT — Germany's labor showdowns took a bitter turn Thursday...

'Decisive Battles' Rage, While Shelling Devastates Sarajevo

By Blaine Harden Washington Post Service BELGRADE — Sarajevo endured the fiercest street fighting of the six-week-old war in Bosnia-Herzegovina...

The quarters of United Nations peacekeeping forces were reported hit by five mortar shells...

It appeared that militia forces defending the city were trying either to take the airport or break through a ring of Serb roadblocks...

On the labor front, the government suffered a sharp setback when rank-and-file members of the chief public workers' union rejected the settlement...

U.K. Proposes Europe Defense Buildup

Compiled by Our Staff From Dispatches LONDON — Britain set out proposals on Thursday for strengthening European defense...

North Atlantic Treaty Organization but said the WEU could carry out defense actions independently.

Optimism for Jet Project A four-nation venture to provide Western Europe with a new fighter plane will probably survive despite the possibility that Germany may drop out...

Clinton's Lessons in Image-Rebuilding

By David Marantz Washington Post Service PORTLAND, Oregon — They arrived as the skeptics from Salem, five youngsters from Sprague High School who traveled up to Portland to be part of the studio classroom when Governor Bill Clinton answered questions from students in Oregon's high school government courses.

But after an hour of give-and-take with Mr. Clinton, listening to him respond to 16 questions on issues ranging from the Endangered Species Act to the Los Angeles riots...

It is a strategy that Mr. Clinton exceeds at, but it comes at a time when he would prefer to be defining himself solely in terms of his differences from President George Bush...

Meet the New (Free-Market) Gorbachev

By Gary Lee Washington Post Service WASHINGTON — As Mikhail S. Gorbachev crisscrosses the United States on a fundraising tour, prancing with feds in hand from California cocktail party to New York corporate boardroom...

fund-raisers in as many different U.S. cities. Mr. Gorbachev has sounded a different note. He has trotted from a \$10,000-a-ticket San Francisco reception to a tour of Trump Tower in Manhattan...

House Votes Aid for Los Angeles WASHINGTON (AP) — The House of Representatives approved legislation Thursday providing more than \$800 million in emergency loans and grants to help rebuild businesses destroyed in the rioting in Los Angeles...



HOT TIME, SUMMER IN THE CITY — Summer hit London in a rush. Temperatures hit 80 degrees Fahrenheit, and Londoners flocked outdoors Thursday in the 27 degree centigrade heat.

A Threat On Manila Vote Count

By William Branigan Washington Post Service MANILA — Miriam D. Santiago, locked in a tight race with General Fidel V. Ramos for the Philippine presidency, warned Thursday that she might call her youthful supporters into the streets in a campaign of civil disobedience if she is denied what she considers a rightful victory.

Table with financial data: Dow Jones, The Dollar, and other market indicators.

INTERNATIONAL CLASSIFIED

Vertical text on the left margin containing various notices and advertisements.



LD BRIEFS

'Silent War' Must Stop... Nelson Mandela accused the... waging a 'silent war' against his... Mangosuthu Buthezi, declared a... African peace conference.

Refugees Protest Account... More than 6,000 Vietnamese refugees... against the likely deportation to... agreement that allows Hong Kong to...

Paris on Taiwan Deal... China warned France on Thursday... ahead with a multibillion-dollar deal...

Logging in Owl Forest... A U.S. panel voted Thursday to... permit logging on 1,700 acres of... and northern spotted owl.

Sea Warmed and Risen... UPI — For the first time in the... that the ocean has increased in... in sea level, scientists said Thursday.

VEL UPDATE... The city is about to unleash its... a day, 10 tons of dog excrement... to face offending pet owners.

Bush and Reagan Blamed for Decay Of Cities, Poll Finds

By Richard Morin and John E. Yang... WASHINGTON — President George Bush and former President Ronald Reagan are held responsible for the continuing decline of the inner cities by most people surveyed in a new Washington Post poll.

A majority also believes that the social welfare programs of the 1960s have largely failed the poor and should be replaced with new approaches.

When voters were asked to name their current choice for president, Mr. Bush continued to hold a narrow lead over the front-runner for the Democratic nomination, Governor Bill Clinton of Arkansas and the Texas billionaire Ross Perot, an independent.

According to the poll, Mr. Bush was the greatest choice for president of 33 percent of those registered voters interviewed, slightly lower than the 36 percent who supported Clinton before the Los Angeles riots. Mr. Clinton was favored by 29 percent in the new survey, while Mr. Perot was the choice of 28 percent.

But the poll also found that Mr. Bush trailed one or both of his rivals when voters were asked which candidate would deal most effectively with race relations, poverty, and the problems of the inner city, issues that have taken on a new prominence in the wake of the riots.

24 Words and 202 Years Later, Madison Looks Vindicated

By Bill McAllister... WASHINGTON — James Madison's 202-year-old proposal for a constitutional amendment to prevent members of Congress from voting themselves a midterm pay raise is an idea whose time has come, the archivist of the United States has declared.

With that endorsement, the archivist, Don W. Wilson, effectively proclaimed the one sentence, 24-word measure to be the 27th amendment to the U.S. Constitution.

The amendment states, "No law, varying the compensation for the services of the senators and representatives, shall take effect, until an election of representatives shall have intervened."

Mr. Wilson's decision appeared to undercut suggestions by members of the Senate and House of Representatives that Congress can block the measure from being added to the constitution because it took so long for the required three-fourths of the states to ratify the proposal.

Congress sent the amendment to the states on Sept. 25, 1789, as part of a package of 12 initial amendments, but the pay raise prohibition found relatively little support. By 1800, only six states had endorsed the idea.

The amendment languished until the 1980s, when a state legislative aide in Texas discovered the proposal and orchestrated a campaign that led to its approval May 7 by the Michigan legislature, an action that gave it approval by the required three-fourths of the states.

Some members of Congress, including the House speaker, Thomas S. Foley, a Democrat of Washington, and Senator Robert C. Byrd, a Democrat of West Virginia, have expressed reservations over the viability of Madison's idea, insisting that the Founding Fathers wanted state approval of amendments to be contemporaneous.

The Supreme Court made a similar suggestion in 1921 and 1939 rulings. But congressional supporters of the Madison amendment, noting that Congress imposed no time limit when it sent the measure to the states, argued that the Michigan action added it to the constitution.

On Wednesday, Mr. Wilson, 49, a Reagan administration appointee, sided with the supporters. "Upon receipt of formal notification of the congressional pay amendment by three-fourths of the states, I will, in accordance with 1 USC 106b, certify the adoption of the amendment," he said in a written statement.

His action ended any question over whether the archivist would grant conditional approval to the amendment or await further action by Congress or do nothing.

As head of the National Archives and Records Administration, Mr. Wilson is the custodian of the constitution. He has the authority to declare when an amendment has been adopted.

He also pointed out that the Founding Fathers were wary of giving Congress the sole power to determine amendments. "If the proposal of all amendments ultimately depended on Congress, George Mason argued, 'No amendments of the proper kind would ever be obtained by the people,'" Mr. Dellinger said.



Pat Robertson meeting with the staff of United Press International in Washington. He submitted a \$6 million bid for the wire service.

TV Preacher as UPI Savior: Will He, or Won't He?

By Victor F. Zonana... Los Angeles Times Service... NEW YORK — The television evangelist Pat Robertson sent mixed signals about his intentions for United Press International on questions and criticisms of his proposed acquisition of the news service mounted.

Mr. Robertson told his "700 Club" television talk show on Wednesday. "I think it's important to have an alternate voice for news," said Mr. Robertson, according to a transcript provided by People for the American Way, a liberal advocacy group.

"People are disgusted with slanted news or news that's not being reported accurately, and I think we're graduating from Regent University some really superb journalists," the Baptist minister and Yale Law School graduate added.

Mr. Robertson is chancellor of Regent University, a graduate school that was known as CBN University (for Christian Broadcasting Network), in Virginia.

Frankie Abourjilia, a spokesman for Mr. Robertson's Christian Broadcasting Network, said "there will be no attempt made to change the character of UPI." She reiterated Mr. Robertson's statement, made Tuesday before he submitted his \$6 million bid for the financially ailing wire service, that UPI would remain secular.

However, Mr. Robertson himself implied that he had some changes in mind for UPI during a discussion of the wire service on his "700 Club" television talk show on Wednesday.

"These are all pieces to the same puzzle," Ms. Diamond said. "I've heard him say it a million times: 'Christians need to take dominion.' He doesn't mean it in a metaphysical sense. He believes he is building a 'Kingdom of God.'"

Bill Kovach, curator of Harvard University's Nieman Foundation, which affords mid-career opportunity for news journalists to study and broaden their intellectual horizons, said of Mr. Robertson's proposal, "I don't have the slightest notion what he's got in mind for UPI, but it is not going to be a competitor to The Associated Press."

Panel Adds Riders to Soviet Aid Bill

By Don Oberdorfer... Washington Post Service... WASHINGTON — The Senate Foreign Relations Committee has approved the Bush administration's aid bill for the former Soviet Union after adopting an anti-proliferation amendment that is likely to bring a U.S. confrontation with the government of Russia.

The 14-to-4 vote to approve the aid bill on Wednesday came after a bipartisan coalition, with administration help, handily defeated an amendment by Senator Jesse Helms, Republican of North Carolina, that its opponents said would have negated the bill. Mr. Helms was also forced to shove, at least temporarily, another amendment that would have mixed the bill in arguments over policy on Israel.

The aid legislation would authorize an increase of more than \$12 billion in the U.S. contribution to the International Monetary Fund, partly for aid to former Soviet states. It also would support a contribution of up to \$3 billion to currency stabilization funds for the Commonwealth of Independent States.

President George Bush announced April 1 that the United States would take part in a \$24 billion multilateral aid initiative for the Commonwealth of Independent States, including food credits. The anti-proliferation amendment, sponsored by Senator Joseph R. Biden Jr., Democrat of Delaware, would make Russia ineligible for the U.S. aid if it sells long-range rocket-engine technology to India.

Bush Aide Repaid Some Air Travel

WASHINGTON — The White House chief of staff, Samuel K. Skinner, reimbursed the government \$3,275.50 in travel expenses recently after White House lawyers told him some of his trips while secretary of transportation could be viewed as more personal than official, according to Mr. Skinner's aides.

The reimbursements were made April 30, three days before his travels as cabinet secretary were the subject of a critical television report, and are a sign of political sensitivity to questions about the perquisites of public office.

Mr. Skinner was secretary of transportation from early 1989 until he replaced John H. Sununu as White House chief of staff in December. Press reports about how Mr. Sununu mixed of personal, political and official travel on government jets was a factor in his resignation.

The reimbursements by Mr. Skinner cover trips where he combined short official stops with vacation, or weekends in Chicago, an aide said.

Advertisement for Herald Tribune and Europe Energy Environment Ltd. Eastern & Central European Energy: Investment for the Future. Vienna, June 24-26. List of speakers includes Dan Constantinescu, Minister of Industry, Romania; Siegfried Meysel, Chairman, OMV; Vladimir Arutunian, Chairman, Rosneftexport; Richard Matzke, President, Chevron International; Gabriele Cagliari, Chairman, ENI; Jozsef Subai, President, MOL.

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Miyazawa Lauds Quayle's Anti-Bashing

TOKYO — Japanese leaders praised Vice President Dan Quayle on Thursday for trying to end "Japan-bashing" in the United States. "I praise your courage for bashing the Japan-bashers and revising the revisionists," Prime Minister Kiichi Miyazawa told Mr. Quayle in English, according to Foreign Ministry officials who attended the talks.

Mr. Miyazawa was referring to Mr. Quayle's recent speeches that criticized anti-Japanese sentiment in his country. Mr. Quayle said, "My speeches have gone against the tide but sometimes we have to do this."

Mr. Miyazawa thanked the United States for handing back Okinawa. "The reversion of Okinawa is an historic event in which, for the first time, a war victor handed back territory to the vanquished," he told Mr. Quayle.

He added, "We consider this a benevolent act of friendship which set the tone of close bilateral ties between the two countries." Defense Minister Sohei Miyashita told Mr. Quayle that Japan would continue trying to explain to Okinawans the importance of the huge U.S. bases there.

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Table with columns for Europe, Asia, Africa, Latin America, and North America, listing various cities and flight information.





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# Business Education

## Sign of the Times: The Revamped MBA

As economic recession continues to bite and companies shorten their internal lines of command, U.S. and European business schools are revising their curricula and emphasizing executive-training programs, including company-specific courses.

With MBA graduates finding it more difficult to land jobs, schools are revising their degree programs to bring them closer to workplace experience.

"A fundamental trend in management education is a movement away from individual teaching toward corporate education," says Claude Rameau, co-dean of INSEAD, one of Europe's top business schools, located at Fontainebleau in France. "What we are seeing more and more is a need for a true partnership between ourselves and our large corporate clients. This trend implies not

will always pay a higher salary and offer better career prospects just because an applicant has an MBA qualification," says Adolf Ihde, assistant director in charge of research at the Brussels-based European Foundation for Management Development. "Moreover, the usefulness of such a degree varies across Europe. Germany, for instance, has no MBA tradition but relies instead on an extended higher-education system, which typically continues until the potential manager is in his or her late 20s."

At the Rotterdam School of Management in the Netherlands, Professor Gerrit Broekstra emphasizes five factors that he considers essential to modern business education. "I call these my five 'i's' — internationalization, intrapreneurship, integration, intuitive skills and intimate relationships with business," says Mr. Broekstra, who is dean of the school. He also thinks there is a shakeout coming soon among business schools across Europe, and he believes that an informal league-table concentrating on the top 20 or so institutions is likely to gain general recognition before long.

"Tailor-made, in-company programs are increasing in importance," Mr. Broekstra says. "More and more companies are looking to us for help in solving specific problems rather than for general open courses. For example, we recently organized a special three-week course for Mercedes-Benz dealers in Holland. This included the development of two targeted case studies and the writing of a special Mercedes-Benz workbook."

Against this background, executive-training courses are big business for the main institutions. Harvard Business School in the United States, for instance, currently rakes in around \$30 million annually on this activity, while the London Business School reckons that around half its annual intake of about 15 million pounds comes from this sector. "Institutions aim their executive courses at different market niches," says Jerome Foster, dean of executive education at the London Business School. "In our case, we concentrate on the top management of internationally oriented businesses. At this level, courses generally aim at two principal themes: strategic direction and implementation of policy. Both in Europe and in the United States, the fastest-growing sector is that of company-specific courses. In the short term, this is linked to the recession; businesses are not sending staff to general courses but only to programs with a specific and immediate application. However, I believe there is also a longer-term trend favoring tailor-made programs based on the recognition that people are increasingly a company's main asset."

The relationship between such company-specific courses and in-house training by companies themselves is complex, and it is not easy to discern a general trend. "Particularly in Europe, companies are increasingly confiding strategic management education to outside institutions rather than relying on in-house resources," says Tony Cockerill, deputy director of the Manchester Business School in Britain. "By way of contrast, U.S. companies tend to keep more training in-house while buying in academic expertise to help build up their own departments."

Mr. Rameau, on the other hand, says that while some large corporations are now looking increasingly outside for management-education courses, others that are going into training for the first time are setting up their own full-scale in-house facilities. "One distinct trend is toward a larger number of shorter programs, in line with the increasing pace of change in the business world," says Mr. Rameau. "Management education is getting to the

Continued on Page 9



PHOTO COURTESY OF HARVARD BUSINESS SCHOOL

## Back at School: Executive Training

The popularity of executive-training courses in American and European business schools is expected to surge, with tailor-made, in-house courses for specific industries and corporations increasingly taking the place of non-specific, on-campus, ongoing management programs.

According to Dick Kwartler, publisher of the MBA Newsletter, executive MBA degrees are now being offered to 10,000 students by 100 schools in the United States. "In those programs," he says,

### Schools target seasoned managers

"people already out in the field, who have been working anywhere from two to eight years and who missed an MBA on the way up, go back to school every Friday or Saturday for two years, then maybe have a two- or three-week residency session." Such programs appeal to middle managers in their 30s, especially since their companies often pay tuition and expenses.

Mr. Kwartler questions, however, whether companies will be willing in the future to pay the hefty fees. Traditional MBA programs have recently

been criticized by executives for emphasizing academic theory at the expense of real-life experience. "The executive MBA has no connection to this flood of criticism that has surfaced," Mr. Kwartler says. "It was devised as an answer to the needs of managers who couldn't afford to come back to school full time."

All management-training programs have been profit centers for the schools themselves, but it is no longer, tailor-made programs that have been growing most rapidly. The University of Hartford Barney School of Business, for example, offers a number of professional, not-for-credit education workshops centered around topics important to Connecticut's core industries: insurance, financial services and defense contractors.

Some of these involved  
Continued on Page 9



## Networking Opens Frontiers for Schools

One solution to increasing competition among business schools and a growing demand for their "internationalization" might be found in that leftover but still useful buzzword of the '80s: networking.

Networking among business schools involves exchanges of students, faculty and research facilities as well as program exchanges offering joint degrees.

CEMS (Community of European Management Schools) is an example of a program exchange. This organization, founded in

also required to pass tests in two foreign languages. At the end of the course, they receive the CEMS Master degree.

CEMS has already awarded its "European" diploma to 197 students, who also receive a diploma from their home university. "Our objective is to harmonize and Europeanize the curricula of the business programs of the national universities," says Nicole de Fontaines, secretary-general of CEMS.

### Studies abroad add flexibility

1988, now has 11 academic members from all over Europe: Copenhagen Business School, Erasmus Universiteit Rotterdam, ESADE (Barcelona), HEC (Paris), Hochschule St. Gallen, Stockholm School of Economics, Universitat Católica de Louvain, Universita Commerciale Luigi Bocconi (Milan), Universität zu Köln, Wirtschaftsuniversität Wien (Vienna) and the London School of Economics.

Students spend the first three years at their home university studying the basics of economics and management. The final two years of the course emphasize European issues, during which the student must spend one semester abroad at one of the participating universities and complete an internship abroad. They are

Because its students work and study abroad, "they are more open and flexible than students who remain at their national schools," adds Ms. de Fontaines. "A European degree facilitates a career abroad." Of CEMS's 1990 graduating class, 42 percent are now working.

CEMS is associated with 27 corporate mem-

Continued on Page 8

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### The Kellogg Experience

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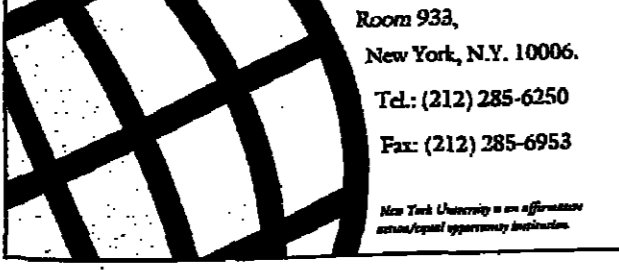
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In response to frequently cited complaints that business schools are out of touch with the real needs of industry, many management programs are sponsoring conferences that bring top executives together with faculty and students.

"This type of conference is very valuable in terms of business being able to share its needs with business schools," says Dick Kwartler, editor and publisher of the MBA Newsletter. "It gives them real-world insights into problems and areas they need help with." He points out that they are also valuable for the schools as they afford them an opportunity to inform top managers about new programs in such areas as manufacturing and quality control, two topics that are of vital interest to business today.

"Sharing and one-on-one contact are essential," Mr. Kwartler adds, "for the cross-fertilization between com-

panies and schools. It gets the academics out of their ivory tower."

Now that many business schools are revising their curricula in response to such criticism, Mr. Kwartler says that it is imperative that they make significant efforts to reach out to executives to find out what they should be teaching. "Going to the bottom-line customer who hires their graduates is essential," he says.

The University of Chicago's Graduate School of Business holds a three-day management conference once a year. This year's theme was international business, and the conference was attended by alumni interested in international business, businesspeople and students. Seminar panels were made up of professors, government and corporate leaders, and students. In conjunction with the conference, the students held their own invitational lecture series.

Student groups on campus, such as the Black MBA Students Organization or the Women's MBA Association, often organize their own conferences as well, lining up speakers and preparing the sessions themselves, according to Debra S. Hale, senior communications specialist at the Chicago school. She lists the advantages of such gatherings: "outreach, helping us keep in touch with business, keeping business informed of cutting-edge developments in education."

Cathy Castillo, director of news and publications at Stanford Business School in California, says that while there is no formal conference program at the school, the students often organize conferences themselves. One such weekend conference this spring focused on manufacturing issues. In addition, the faculty often meets in



Out of the ivory tower: Business leaders and academics share ideas at conferences.

small groups with businesspeople to study specific problems. "There is a lot of interest in meeting with business leaders to address real problems," she says. "It happens quite a bit on a small scale."

On the other side of the Atlantic, European business schools are not neglecting this opportunity to network with business leaders. At ESC in Lyon, France, conferences and seminars of all sorts are organized by student groups, alumni and the administration. In May, Jacques Attali, president of the European Bank of Reconstruction and Development, spoke at the monthly conference sponsored by alumni. According to Fabienne Marqueste,

ESC public relations officer, the goal of these meetings is primarily to facilitate contacts between students and business leaders, future employees and employers.

The popular Mr. Attali was also a guest speaker at a conference organized by London Business School to inaugurate its new lecture series, The Governors' Lecture. This is part of a regular series of lectures, seminars and debates of general business interest and on specific industry-related topics organized by the school. According to David Haughey, public relations manager, these meetings "offer a significant contribution to innovation in business and stimulate new ideas."

## Networking Opens Frontiers for Schools

Continued from Page 7

bers, which helped define the program's strategy and curriculum and also provide students with internships. "Naturally, they are interested in recruiting our students," says Ms. de Fontaines. Faculty members of the member universities meet regularly to develop European material and learn about the system of other European countries.

While CEMS concentrates on Europe, other business schools are reaching farther afield. The Warwick Business School of the University of Warwick in Coventry, England, has just signed a



The MBA joins forces.

partnership agreement with the Hong Kong Management Association to offer Warwick's distance-learning MBA in Hong Kong, and further links with European schools are under discussion, according to Stephanie Brayford, Warwick's communications manager. "It will, however, take some time to develop a network as extensive as that of the student participants, currently resident in more than 70 countries worldwide," she says.

The Graduate School of Management at the University of Dallas is taking the leap into Eastern Europe. In addition to new MBA programs in Paris and Madrid, in April the school sent its dean, Saul Gellerman, to present a series of lectures at Kiev State University in Ukraine. He arranged to bring a group of Ukrainian graduate students and junior faculty to Dallas this summer for a "crash course" on American management methods. "We hope that they will become the nucleus of a management school that can help Ukraine to achieve a successful transition to a free-enterprise economy," says Mr. Gellerman.

The European Institute of Purchasing Management in Archamps, France is also reaching out to the former communist bloc with a new student exchange program with the International Research Institute for Management Sciences in Moscow, in addition to exchanges with the Rotterdam School of

Management, IESE in Spain, the deVierick School in Belgium, SDA Bocconi in Milan, the University of Uppsala in Sweden and the Management School of Lancaster University in Britain. "It allows our students to get to know another management mentality," says Hélène Laurent of the school's communications department. "They meet well-known professors and get a new perspective on Europe."

Germany's Koblenz School of Corporate Management, one of only two private universities in the country, has a far-flung network of 35 university partners on five continents, including such prestigious institutions as HEC and ESC in France, the Manchester Business School and London Business School in Britain, the University of California at Berkeley, the University of Texas at Austin and the J.L. Kellogg Graduate School of Management in the United States. Students in the four-year, dual-degree program (an MBA and the German Diploma Kaufmann) are required to spend one semester studying at an English-speaking university and one semester in another country where the language is either French, Spanish, Russian, Japanese or Italian. In addition, the students, who are already proficient in two foreign languages before

they begin the program, must do one of three required three-month internships in a foreign country.

Koblenz was founded in 1984 and has a student body of only 250. Its small size is one of its strengths, according to Axel Schumacher, director of international programs. "German state universities are very good," he says, "but they have too many students and are open to all. We have the right to choose our students. We know each student and are able to send them to study with our excellent foreign partners." Koblenz selects 60 students each year from a pool of 500-600 applicants.

A less common form of networking involves cooperation between a business school and a specialized language school as the demand for foreign-language competency, especially in the linguacentric United States, grows in the increasingly international marketplace. The MBA Newsletter reports on one such innovative cooperative agreement between the Wharton School and Indiana language schools. Indiana provides special language courses for Wharton students and their families at convenient times and reduced rates. This saves Wharton the time and expense necessary for developing a language program of its own. Nearly 700 students are already taking advantage of the new program.

The "global village" may not yet exist, but increased exchanges between business schools may be bringing it a bit closer.

Heidi Ellison

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# Keeping Up With the Needs of Business

Donald P. Jacobs, dean of the J.L. Kellogg Graduate School of Management at Northwestern University, discussed the outlook for business education in the United States and in Europe with Axel Krause, corporate editor of the International Herald Tribune. Following are excerpts from the interview.

**Why are MBAs in the United States and in Europe having trouble finding jobs?**

If you look back just a few years, you will notice that many MBA graduates

**Do you believe that the United States has the best business schools in the world?**

I wouldn't put it in exactly those terms. Let's say that there are various stages of development

**"Being attuned to technology is vital"**

went into the financial industry, then doing well. Today, that sector is in the doldrums; companies are taking out entire layers of management. The same is true of the consulting business. Many graduates are therefore facing problems. We here at Kellogg are more diversified, better positioned than others. Recruiting so far this year shows we are about even with last year.

It is true that there has been considerable growth of business schools in Europe, and I believe that some kind of ranking could work in Europe and is desirable. People—students, parents—do get confused. They need information, and a ranking or accreditation would be extremely useful.

**Rankings of MBA programs, particularly in the United States by leading newsmagazines, have caught on and caused controversy. What is your reaction?**

It is true that rankings

have become highly visible. But I would be less than candid if I didn't tell you that I am favorably disposed to them. They have made schools look at themselves, forcing them to be concerned about how their students and others concerned react, whereas earlier, many schools—and notably their faculties—didn't care. Now they do.

**What is your reaction to concern in Europe about unregulated growth of business schools and the lack of an established system of accreditation or reputable rankings?**

It is true that there has been considerable growth of business schools in Europe, and I believe that some kind of ranking could work in Europe and is desirable. People—students, parents—do get confused. They need information, and a ranking or accreditation would be extremely useful.

**How do you view the growing involvement in business education of universities in Britain, Germany and elsewhere throughout Europe?**

It is a very, very positive development. We know our friends at INSEAD

and IMD well and admire what they have accomplished. The involvement of the universities in Europe is, nevertheless, a new and welcome event. There have been exceptions in Europe, such as the emergence of France's Dauphine University as a management-education center under Professor Pierre Tabatoni's leadership in 1968. In fact, until the mid-1960s, we were not here on the main campus of Northwestern in Evanston, Illinois, but in downtown Chicago. The fact that we are now fully integrated into the university is crucial, particularly for our faculty, because it facilitates research.

**What programs in Europe strike you as advancing in this regard?**

In Germany, for example, I am very impressed with what is happening at the university-level Wissenschaftliche Hochschule für Unternehmensführung near Koblenz. It is an experiment in broadening business education beyond the difficult Diploma-Kaufmann degree, making it more international for the students. This is happening elsewhere in Germany and in France, among the gran-



Kellogg's Dean Jacobs.

want that MBA education, go after a school purposefully. And here again we come up against the rankings issue, and why I believe they are important and can help make the decision about a school. Today, the rankings published in the United States by newsmagazines cover about 20 schools. In the old days, one couldn't get much beyond four or five. That is progress and can help in making the choice of a school.

**What is your greatest concern, and preoccupation, as you look ahead as a dean and educator?**

The enormous, fast-changing demands of business and trying to keep up with them. We do very well in the admissions marketplace, but I'm not sure we have gotten our message across effectively enough about what we are trying to accomplish. To put it another way, many companies that recruit at leading U.S. business schools know they want MBAs, but still don't know how to use them effectively once hired. We, too, have a responsibility to keep up with the latest developments in business, and not just in the largest companies. Being attuned to what is happening in smaller and medium-sized companies and changing technology is also vital.

## Sign of the Times: The Revamped MBA

Continued from Page 7

point where it will be a recurring feature throughout an executive's career."

As the countries of Eastern Europe convert to market economy systems, business schools both in the United States and Western Europe are seeking ways of providing their expertise to this newly opening area. Manchester Business School, for instance, is developing its existing relationships with Russia with a particular emphasis on

training local instructors who will then themselves help to develop management expertise. INSEAD has designed several short courses for Eastern Germany as well as for Czechoslovakia, Hungary and Poland. "This is not just a question of selling a product to new customers; it is also a moral obligation," says Mr. Broekstra. "We could do with more assistance from the EC Commission to ensure a bigger European as opposed to U.S. input."

Michael Rowe

## DEVELOPING HUMAN RESOURCES

Executive training is becoming increasingly popular in Europe. The top three business schools—London Business School, INSEAD and IMD (in Lausanne)—are facing challenges from newer institutions, such as Ashridge Management College in rural England and the ESC Lyon Graduate School of Business. Like their American counterparts, these schools are making an impact by catering to the needs of local businesses and by stressing international business training.

## Back at School: Executive Training

Continued from Page 7

what Barney's Associate Dean Richard Torrisi calls "retooling" and updating—catching up on the latest business methods and theories applicable to the industry—as well as total quality control and "diversity issues"—organizational behavior dealing with ethnic and gender diversity. In many cases, the companies initiated the contact themselves; in a few others, the university presented a proposal for mid-career managers. Like most business schools, Barney has been tailoring its courses to companies' needs. The concept of a global economy has moved from a corporate fad to a popular classroom topic. Virtually every school trumpets the international base of companies and managers in attendance. New York's Columbia University, which boasts the oldest international management program in the United States, has extended its management training to include such subjects as ethnic diversity. Reflecting the increasingly international nature of executive training, many foreign nationals are attending management programs at Columbia to help acculturate them to American business practices, according to Associate Dean Mary Anne Devama.

Executive training is becoming increasingly popular in Europe. The top three business schools—London Business School, INSEAD and IMD (in Lausanne)—are facing challenges from newer institutions, such as Ashridge Management College in rural England and the ESC Lyon Graduate School of Business. Like their American counterparts, these schools are making an impact by catering to the needs of local businesses and by stressing international business training.

"All business schools have a growing market for executive training," says Bernadette Conraths of the European Foundation for Management Development in Brussels, which includes 600 schools in Western and Eastern Europe. European MBA programs have been moving away from an academic degree based on theory to one aimed at seasoned executives and grounded in practical experience. "More and more European programs go into sandwich programs, which combine the theoretical and the practical," says Ms. Conraths. European economic unity has made cross-cultural management popular, she adds, although tailor-made programs are common only in Britain.

In the last year, however, the ESC has been quietly constructing programs in both English and French for multinational companies like IBM, General Electric, Total Petroleum, Codexho and Philips. ESC transferred the content of its open programs to in-house ones. In the first stage, the content remained nearly the same; later, the company's environment helped shape the curriculum. Today, says Andrew Roberts, ESC's director of international executive-training programs, the market in France and Europe as a whole is much more sophisticated; it is not only

national, but also global. One company may require a program to fit not only its French executives, but also an Italian, German and British audience, with all the cross-cultural problems that entails. The difference between a school like ESC and one like INSEAD is that the latter, as a magnet for excellence, naturally attracts an international faculty that is comfortable talking to global corporations about global issues. "Our path up to now has been to internationalize the faculty," says Mr. Roberts. ESC has 11 nationalities represented in its faculty, which may be enough: "I

don't think a complete internationalization of our faculty is required or wanted," Mr. Roberts says. Instead, ESC has been establishing links with equivalent schools, such as Cranfield Management in Britain and WHU-Koblenz in Germany, with the eventual goal of developing a pan-European management-development program.

Steve Weinstein

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officer, the goal of these meetings is to establish contacts between students and employers and also a guest speaker at a series of lectures, seminars and business interest, and on specific subjects organized by the school. Accountancy, public relations manager, these significant contribution to innovative state new ideas."

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they begin the program, must do one of three required three-month internships in a foreign country.

Koblenz was founded in 1984 and has a student body of only 250. Its small size is one of its strengths, according to Axel Schumacher, director of international programs. "German state universities are very good," he says, "but they have too many students and are open to all. We have the right to choose our students. We know each student and are able to send them to study with our excellent foreign partners." Koblenz selects its students each year from a pool of 500-600 applicants.

A less common form of networking involves an exchange between a business school and a specialist language school as the demand for foreign-language competency, especially in the language-centric United States, grows in the increasingly international marketplace. The MBA Newsletter reports on one such innovative cooperative agreement between the Wharton School and Lingua language schools. Lingua provides special language courses for Wharton students and their families at convenient times and reduced rates. This saves Wharton the time and expense necessary for developing a language program of its own. Nearly 700 students are already taking advantage of the new program.

The "global village" may not yet exist, but increased exchanges between business schools may be bringing it a bit closer.

Heidi Ebbesen

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OPINION

One Mentioner's Entry In a Lively Veepstakes

By William Safire

WASHINGTON — Because this is Prudits' Ratings Week, issues of substance cannot be discussed here. Only subjects fit for a TV food fight can be considered...

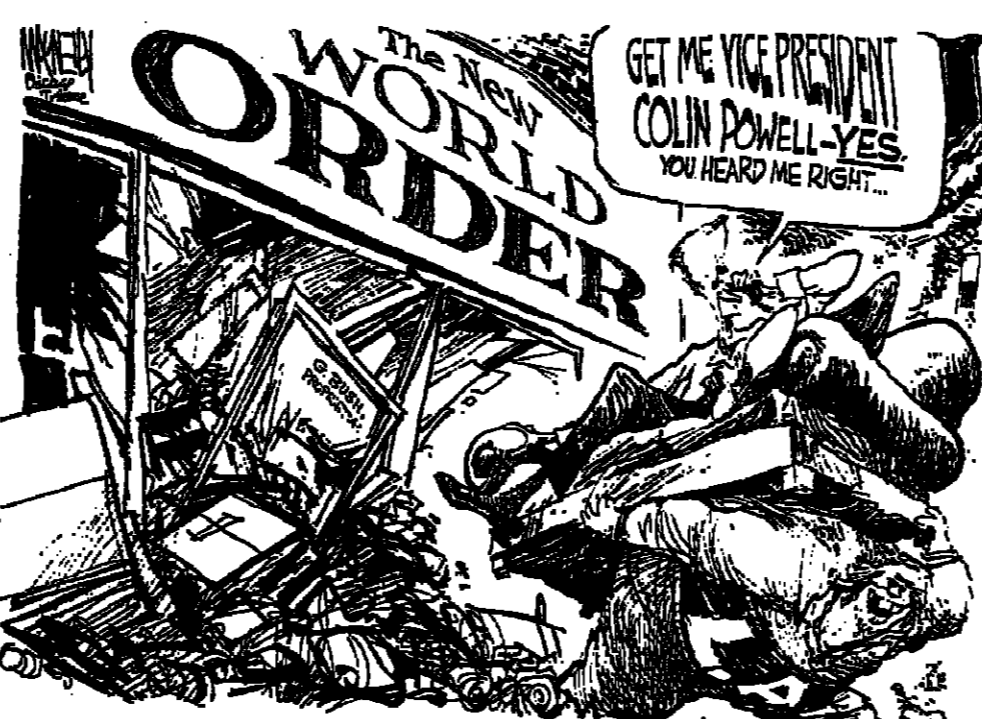
Bush won't dump Quayle, Clinton may look to Texas, and Perot is said to be thinking about hiring Schwarzkopf as his running mate.

case of my responsibility as a Great Mentioner, in Russell Baker's classic construct. Anybody mentioned herein will be identified...

Quayle is not trying to dump him. It is now the president whose expression is being equated with that of a deer caught in the headlights.

Senator Bob Kerrey of Nebraska was media-vented in the primaries, and can energize the old Gary Hart reformers...

But Mr. Clinton has an opportunity to exploit the Perot candidacy, which is splitting the Bush vote in Texas.



More likely, the Perot machine would turn to somebody who could handle detailed governmental questions on 'Meet the Press'...

Mr. Perot abandoned. And last week, when the former UN delegate Jesse Kirkpatrick was asked if she would consider being the Clinton running mate, she said no...

Best running mate in anybody's campaign this year would be a pro-choice Catholic Hispanic woman from California steeped in foreign affairs who is running a business creating jobs and tax bases in inner cities...

Almost on the Town With Dietrich

By John Godfrey Morris

PARIS — I'll always be grateful to William Wyler, the motion picture director, for being late that evening in freshly liberated Paris.

As a correspondent, I had called upon her at the Ritz to get a simple little story about her USO work for the boys at the front.

MEANWHILE My face when she came down the stairs dressed in a white satin evening gown, an ermine wrap thrown over her shoulders.

"Say, kid, where's the Red Cross club around here?" one said.

"Search me," I replied, "Where's it supposed to be?"

"They told us it was near the Madeleine, wherever that is."

"Oh, that's easy," I said. "You go right down here — right down the Boulevard des Capucines."

"Then the other boy spoke up: 'Say, how'd you get to know our way around this town so well?'"

"I used to live here," I said.

"You don't say," said the soldier. "What's your name?"

"Marlene Dietrich."

"Oh sure," said the soldier after a pause. "And I'm General Eisenhower. Pleased to meetcha."

"You can imagine their surprise when I took them into a little cafe and in the light proved to them that I was Marlene Dietrich. We all laughed so hard we had to have a drink to celebrate."

"She went on to tell how the two GIs had then taken her out on the town — or perhaps she had taken them, it was hard to tell which. I was beginning to hope I might have the same luck, and kept glancing nervously around to see if Wyler were coming. But Marlene was completely at ease, talking in rapid succession about friends in Hollywood, about Paris, about friends in London, and about Paris. She seemed intoxicated, not by the drinks, but by the blue air of the little bar."

Finally Wyler came, outranking me in his lieutenant colonel's uniform, kissed Marlene on the cheek, and settled down beside us. My time was clearly up. Besides, I was due in London on the way back to New York. As I excused myself, Marlene lifted her eyes. Impromptu, she said, "May I ask a favor?"

"Naturally."

"When you get to New York, will you call my husband and give him my APO number?"

This was excerpted by the International Herald Tribune from the writer's forthcoming autobiography, "Picture Editor: Half a Century in One Man's World of Photojournalism."

It May Yet Be the Year of the Woman

By Linda Divall

ALEXANDRIA, Virginia — I am somewhat bemused about claims that 1992 is the year of the woman in American politics.

That's what pundits and newspaper headlines said over and over in the 1990 elections, too.

What makes so many analysts willing to speculate that women will be successful this year?

In early 1990, the environment seemed perfect for female candidates. Voters were growing hostile to the might of special interests and were worried about crime, drugs, education and the environment; then, as now, ethics charges were bundled against Senate and House members.

Paradoxically, voters seem to choose the status quo in times of instability.

As Kathleen Lydon, press secretary for Lynn Martin, an unsuccessful Senate candidate in Illinois, said, "In 1990, the year of the woman became the year of the incumbent, and because the incumbent is still primarily male, women ended up losing."

Of the 17 women who ran for the Senate or for governor, only four won.

Why might 1992 be different from 1990? Here are a few theories.

First, the Clarence Thomas hearings galvanized several women to run, including two winners of recent primaries, Carol Moseley Braun, Illinois Republican, and Lynn Yeakel, Pennsylvania Democrat.

Second, women more than men have an advantage in portraying themselves as outsiders, a popular label in a year of increased cynicism toward politics.

According to an American Viewpoint national survey of 1,000 people from March 28 to April 1, 73 percent of the public agreed with this statement: "The entire political system is broken. It's run by insiders who don't listen to working people and are incapable of solving our problems."

The experience factor, which counted for so much in 1990, probably has never meant less than today. Women are seen as double outsiders because they are not a member of the club.

As of today at least 189 women are running for the Senate, House and governorships — 160 of them as challengers. This is a higher number than usual.

Third, female voters are increasingly disaffected. Our survey found that 72 percent of the respondents believe things have gotten seriously off track in the country — 68 percent of men and 76 percent of women.

Forty-four percent of the people surveyed said they thought a new person ought to be elected to Congress from their district; 37 percent wanted the incumbent to be re-elected.

Men split evenly on whether they wanted to see the incumbent re-elected, 40 percent to 39 percent. But women are clearly dissatisfied: 48 percent said they wanted a new representative, while 35 percent supported the incumbent.

What is significant about this finding is that women are traditionally more inclined to support the status quo and to resist change.

Our polling consistently shows that the public believes women are more likely to speak out honestly about the issues and stand up for what they believe regardless of political consequences, to be moral and upright and to understand the problems facing the middle class better than male candidates do.

The lessons of 1990, however, suggest that a shifting national agenda — like the focus on the aftermath of the Los Angeles rioting and the discussion of law and order, civil rights and the underlying causes of social unrest and decay in cities — may change the way voters view candidates, especially women candidates.

Still, the traditional strengths of women candidates, ripside of voters' disaffections and sense that the system is not working may make 1992 women's year.

The writer is president of American Viewpoint Inc., a firm that conducts polls for Republicans. She contributed this comment to The New York Times.

LETTERS TO THE EDITOR

On End-of-Life Care

Regarding "How the High-Tech U.S. Medical System Milks the Most Out of Death" (Meanwhile, May 8) by Norman A. Paradis:

Dr. Paradis's premise seems to be that lurking in the corridors of U.S. hospitals are surgeons and medical specialists ready to prey on defenseless patients and to inflict on them needless, expensive procedures.

However, not all American doctors who are Republican or Kentucky, has done a U.S.-Hong Kong policy that would lock into law all of the fragile freedoms promised in the 1984 agreement by Beijing.

China relations to Beijing's chief negotiator in Hong Kong, Wang Kang, was bitterly opposed by China and Hong Kong business interests. Nonetheless, American government and the internationalization of the whole issue provide Hong Kong a thin reed of hope.

The writer, a long-term resident of Hong Kong, contributed this column to the International Herald Tribune.

acting on his behalf? And if he did not consent to "the endless procedures," then who did?

PHILLIP A. BREWER, New Haven, Connecticut.

Security Worth the Cost

My American grandson was born in France eight months ago to unemployed U.S. citizens with visa problems.

He received approximately 3,000 francs (\$330) before his birth to provide his first layette, bed, bath, etc. As a birth gift he received the same amount and he continues to receive about 900 francs per month for food and clothes.

I contrast this with the plight of my son the lawyer, laid off after one year on his job in the United States, who can't afford to go for antibiotics for his chest infection because he doesn't have \$60 or any health insurance.

I ponder these differences in the two societies as I try to decide how to cast my vote for president in November and I recall the recent debate about cholesterol levels in France and the United States — different despite equal fat intakes.

I will vote for the candidate who proposes to reduce fear in America, and who will raise taxes to do so.

JOAN E. MEARNS, Menton-St. Bernard, France.

Not Soft, Just Healthy

Regarding the report "Why Are German Workers Striking? To Preserve Their Soft Life" (May 4):

The insinuation that workers lie routinely regarding sick days is substantiated slander. Time off with pay for pregnancy, sick leave, medical, unemployment and retirement insurance and the rest are all signs of a healthy employer-employee relationship from which the United States has much to learn.

Howard Cohen, Henne, Germany.

Macedonia in History

Regarding the report "Inpatient With Greece, EC Warns to Close Ties to Turkey" (May 4):

It seems that everyone is forgetting the patience Greece has had during the last two wars, the fight against communism after World War II and the unjustified Turkish invasion of Cyprus. As to Macedonia, I think that all politicians, journalists and other persons interested in that matter should read history more carefully.

GEORGE FOTIADIS, Piraeus, Greece.

Health Benefits Abroad

The U.S. Congress is considering legislation to extend medical benefits of the Civilian Health and Medical Program of the Uniformed Services — better known simply as CHAMPUS — to retired military personnel over the age of 65 residing outside the United States.

Anyone interested in the success of this legislation is encouraged to write in support of it to the House Armed Services Committee, United States House of Representatives, Washington, D.C. 20515, U.S.A., with a copy to his or her congressman or senator.

It would be appreciated if you would send a copy of such correspondence to the Association of Americans Resident Overseas (AARO), 49 rue Pierre Charron, 75008 Paris, France.

PAUL J. ROSE, Schopp, Germany.

Advertisement for Sprint FONCARD. Text: "It's true that, with the new Sprint FONCARD, you can only reach a small circle of people." Includes a globe image and a form for becoming a member.

1942: Japanese Advance

CHUNGKING — [From our New York edition:] Heavily engaged by still advancing through China's vast...

...the twisting, hilly route of the historic caravan route out of the south. One invading column had...

...to the main road to the south. Another, more recent, column had...

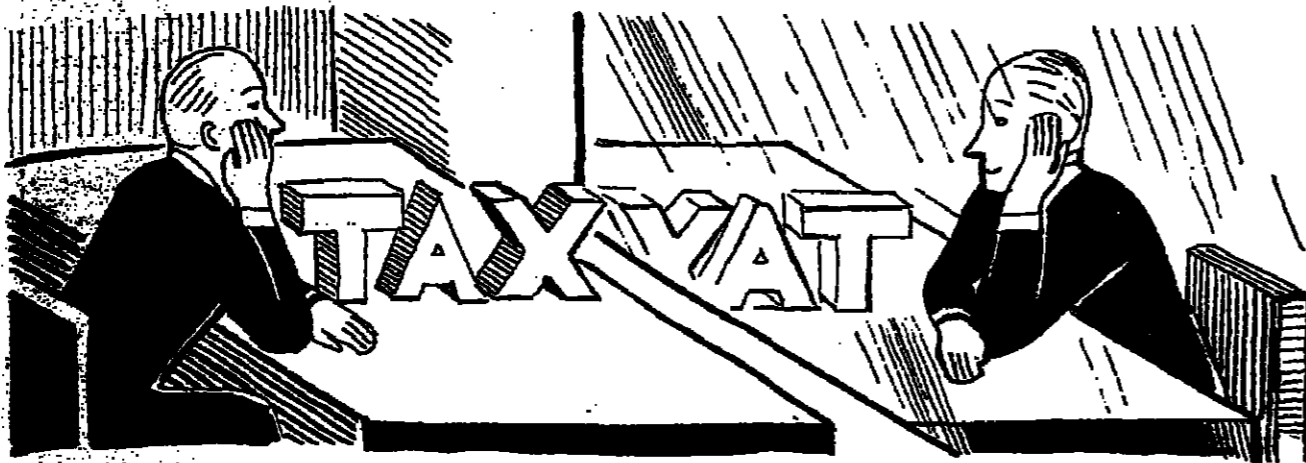
...entry for this little known column of Chinese. The other, despite heavy...

...casualties, was pushing northeast toward Lungling, which is 100 miles from...

...the Burma Road.

Letters intended for publication should be addressed "Letters to the Editor" and contain the writer's signature, name and full address. Letters should be brief and are subject to editing. We cannot be responsible for the return of unsolicited manuscripts.





Making Business Trips Less Taxing

By Roger Collis International Herald Tribune
GROWING numbers of business travelers are shaving up to 25 percent off their travel expenses...

conference facilities, equipment rental, secretarial and translation fees, public transportation, including domestic air fares in Germany...

have our forms in several hotels in London. Americans have been very quick to catch on. What we need are original hotel bills for a minimum of \$300 plus proof that your business is registered in your country for tax purposes...

The Frequent Traveler

report says that repayment of VAT to companies based outside the EC in the fiscal year that ended last March 31 rose dramatically. There were nearly 2,400 claims (eight times the previous year) for a total of more than \$12 million (\$21.7 million). Claims paid out to companies based inside the EC amounted to \$22 million.

The result is a complicated matrix of what you can and cannot reclaim. You should be able to reclaim all your VAT in Britain (17.5 percent); Germany (14 percent); Sweden (25 percent on hotels); Belgium (25 percent, but only half is allowed on car rental); Luxembourg (25 percent); Netherlands (10 to 18.5 percent); France, Italy, Ireland, and Spain only allow VAT reclaims on some conferences and exhibitions...

THE imposition of VAT on air fares for cross-border travel is high on the EC agenda. This is likely to happen in 1993. But domestic rates will apply, so travelers will pay a different rate depending on where they're flying from. Says Mark Frisk, tax expert at the Association of European Airlines in Brussels: "A major problem we foresee is that as everything will be based on the domestic system of taxation... very few countries allow business travelers to obtain a VAT refund... we'll lose it again for the intra-EC dimension. The traveler will be hit by a cost and not by a tax which can be recovered."

HEAR THIS

Americans in Paris, fear not: Not only do American TV series thrive in the French capital, but homegrown health regimens are around, too. Or are they?

THE ARTS GUIDE

AUSTRALIA Sydney Powerhouse Museum (tel: 217.0111). To July 20: "The Lie of the Land." A look at how images of Australian landscapes are portrayed in advertising through various media...

CZECHOSLOVAKIA Prague Sternberk Palace (tel: 35.24.413). To July 19: Treasures of the Litoměřice Diocese of Northern Bohemia.

MONACO Monte-Carlo Musée de la Re Gallery (tel: 93.25.65.99). To Sept. 30: "Fernando Botero." The Colombian artist's monumental sculptures.

AUSTRIA Linz Neue Galerie (tel: 93.36.00). To May 24: "Karel Appel." A retrospective of 100 paintings and other works to honor the Dutch artist's 70th birthday.

DENMARK Humlebeak Louisiana Museum (tel: 42.19.07.19). To May 24: Retrospective of 200 provocative photos from the '70s and '80s by Robert Mapplethorpe.

NETHERLANDS Amsterdam Van Gogh Museum (tel: 570.52.00). To June 28: Prints by Yoshitomi Teraoka. Six hundred making. Includes drawings and paintings.

IRELAND Dublin Irish Museum of Modern Art (tel: 718.0968). To June 7: "Cecilia Edelstein, Jan Heisterom." Site-specific installations that depict death and decay, by two Swedish artists.

ISRAEL Jerusalem The Israel Museum (tel: 708.811). To May 31: "The Jews of Alsace: Tradition and Emancipation in a Rural Community." A graphic portrayal of the way of life in one of Europe's oldest Ashkenazi communities.

POLAND Warsaw National Museum (tel: 21.10.31). To May 31: "20th-Century Polish Art." About 200 paintings, prints, sculptures and installations tracing avant-garde trends in Polish art since the beginning of the 20th century.

ITALY Naples Castel Sant'Elmo (tel: 532.33.28). To May 17: The paintings of 17th-century Spanish master José de Ribera.

ROME Villa Medici (tel: 676.11). To May 31: More than 150 drawings by Raphael and his pupils.

SPAIN Madrid Museo Español de Arte Contemporáneo (tel: 549.7150). To May 31: "Fashion After Dark." Six hundred examples of Philippine fashion from 1700 to 1930.

GERMANY Berlin Alte Nationalgalerie (East) (tel: 220.03.81). To June 28: Exhibition tracing the paths of German art from the '40s to the '80s.

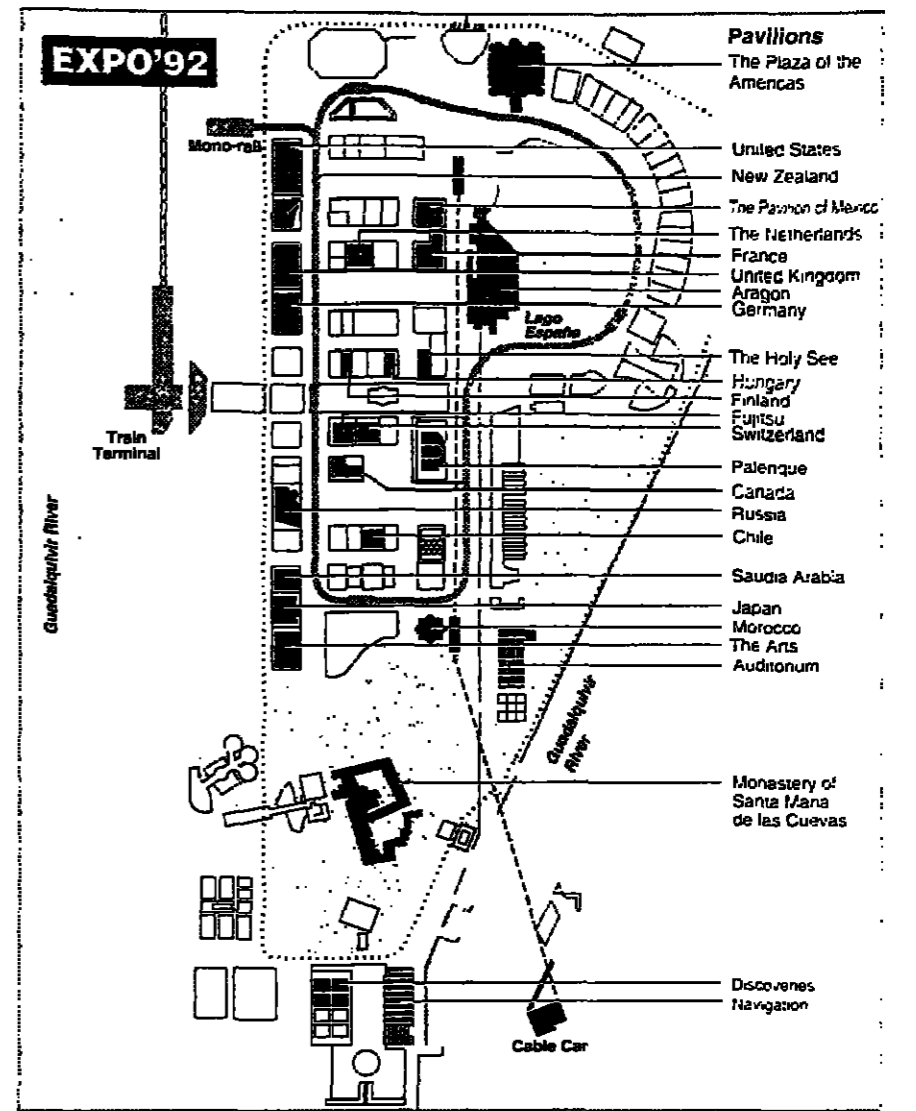
FRANKFURT Architekturmuseum (tel: 21.21.84.71). To May 17: Four hundred drawings by the 20th-century Italian architect Antonio Sant'Elia.

TOKYO Hara Museum of Contemporary Art (tel: 3445.0551). To June 7: "Too French." Exhibition of French contemporary artists reveals a proclivity to composition, harmony in contrast to the action and energy stressed in predominant American contemporary art scene.

Inside Expo With a Veteran Visitor

By Alan Riding New York Times Service

SEVILLE, Spain — Thanks to earlier visits to the Expo '92 construction site, I had overcome my initial sense of incredulity at the futuristic city rising up beside the medieval towers and palaces of Seville. I had even stopped questioning the purpose of holding a world's fair because, well, there it was in all its glory. Some \$2 billion had already been spent on it. 110 countries were participating and, on April 20, it opened on schedule, ready for what is hoped will be 18 million visitors through Oct. 12.



Yet, even then, I was unsure what to expect. Expo '92 is the central event of Spain's celebration of the quinqucentenary of Christopher Columbus's voyage to the New World and, in a nod to this, its theme is "The Age of Discoveries." But beyond that, it was a mystery to me how so many countries would show off their contributions to humanity, what strategies they would devise to woo the public, what — beyond curiosity — would prompt anyone to pay \$38 a day to visit the 540-acre (220-hectare) site.

that only a few stand out. "Momentum" — a movie shot in Imax at 48 frames per second and projected on a huge screen — shows the best of outdoor Canada and is already a big hit. "Echoes of the Sun" is a 3-D movie offered by the Fujitsu pavilion, where spectators wear liquid-crystal glasses for what is essentially a display of technological excellence; this too is pulling in the crowds.

Expo '92 covers about half the island of Cartuja, which sits between two branches of the Guadalquivir River. It is reachable by foot from old Seville (with a cable car cutting the distance) or by car from elsewhere (with easy access from a huge parking lot).

One striking thing, though, is the way visitors gravitate toward simpler experiences. For example, many came just to stare at Chile's piece of Antarctic iceberg or to stand inside Monaco's walk-through aquarium or to touch a section of the Berlin Wall in the German pavilion or to look at Hungary's tree, with its roots visible beneath a glass floor.

Expo has a feeling of space from riverside gardens, an artificial lake and quiet lawns near a restored 14th-century monastery. The pavilion zone is broken up by broad shaded avenues, with a novel system of sprayed mist and lots of fountains to help combat the heat of Andalusia.

World's fairs are a good way of "visiting" far-off countries without getting on a plane. The Plaza of Africa, for instance, shows wooden carvings, textiles, art, music and the way of life of more than a dozen sub-Saharan countries. The Plaza of the Americas is a noisy Latin marketplace: Panamanian salsa, Brazilian samba and Argentine tango compete; Costa Rica, Honduras and Panama have recreated mimropical jungles in their spaces.

Most national pavilions have souvenir shops as well as restaurants, often pricey, offering local cuisine. There are also dozens of fast-food spots, snack bars, sodas and juices and a veritable army of wandering ice cream vendors.

For European art, nothing can beat the Treasures section of the Spanish pavilion, which brings together a selection of great Spanish paintings of the last 500 years. It may be more interesting for visitors who have never been to the Prado Museum in Madrid, but even so it is impressive: three works by El Greco, two each by Rivera, Murillo and Zurbarán, three by Velázquez, four by Goya plus works by Picasso, Miró and Dalí.

Many pavilions have indoor and outdoor stages for assorted performers, and Expo itself has built a huge open-air auditorium, a tentlike palenque and numerous other stages for cultural events from classical concerts to Caribbean salsa. The pavilions are open from 10 A.M. to 10 P.M. daily, and, although there are often lines outside the most popular exhibits or shows, only on weekends and on Spanish holidays does the fair begin to feel crowded.

Four centuries have done wonders with wood. Japan's 80-foot-high pavilion resembles a temple; Chile brought its own pine to build a cathedral of a pavilion in a vague S-shape; Hungary has shown off its craftsmen with a Transylvanian-style 15th-century oak church with seven belltowers, and Finland has built a simple rectangular pavilion of wood. Morocco's pavilion is a Moorish palace fit for, well, King Hassan. The Russian pavilion, originally planned for the Soviet Union, has a sloping roof with revolving multicolored cubes that constantly change pattern.

WORLD'S fairs are traditionally showcases for architecture, and a good dozen countries have risen to the occasion. The accents for modern style have gone to the exhibit of Britain (water cascading down a glass front), Germany (a front patio shaded by an enormous painter's palette), France (much of its exhibit beneath a stunning mirrored courtyard) and Canada (two walkways to its top floor suspended from thick wire). Switzerland is particularly unusual: a tower made of paper beside a broad wooden staircase, the main exhibits tucked under the stairs.

Many other pavilions have also brought art. Italy is showing some of Leonardo da Vinci's flying machines. I was particularly impressed by the Pavilion of the Arts, a space that will house a succession of exhibitions of contemporary art from different countries. Until May 11, the Netherlands, Denmark, Trinidad and Tobago and Mozambique were occupying it; Israel and Czechoslovakia have followed, through June 2.

So that's the big picture. It is unlikely that everything will be of interest; it is impossible that everything can be seen. Along with a hat and good walking shoes, an Expo guide book and a map are therefore essential. Read the menu carefully before ordering the day.

Indeed, if the American pavilion turns out to be less than the widely predicted disaster, it is because many — perhaps most — visitors to Expo are more interested in entertainment than education. American basketball players, Maori dancers and scantily dressed samba girls from Brazil represent tough competition for the likes of El Greco or even Columbus. In fact, almost as important for Expo's success will be the city's "après-pavilion" night life. There will be regular operas, concerts, theater and ballet at Expo and in Seville but, more importantly, popular music and dance are already echoing across the fair deep into the night.

BATEAUX-MOUCHES Beau, Bon... Cruises along the Seine with a commentary. Lunch/dinner cruises also available.

WORKSHOPS 9th FRENCH-AMERICAN FILM WORKSHOP 30 June - 5 July, 1992 Avignon, France. Also includes a crossword puzzle with clues like '1 Kind of prof.', '5 Female Comb.', '9 Yarn'.

# NYSE

### Thursday's Closing

Tables not to be used for nationwide prices up to the closing on Wall Street and do not reflect late trades elsewhere. See The Associated Press.

Stock	Div	Yield	High	Low	Close
IBM	3.00	4.2	115 1/4	114 1/4	115 1/4
Microsoft	0.00	0.0	100 1/4	99 1/4	100 1/4
Apple	0.00	0.0	100 1/4	99 1/4	100 1/4
Oracle	0.00	0.0	100 1/4	99 1/4	100 1/4
Novell	0.00	0.0	100 1/4	99 1/4	100 1/4
Lotus	0.00	0.0	100 1/4	99 1/4	100 1/4
McAfee	0.00	0.0	100 1/4	99 1/4	100 1/4
CompuLink	0.00	0.0	100 1/4	99 1/4	100 1/4
WorldCom	0.00	0.0	100 1/4	99 1/4	100 1/4
Verizon	0.00	0.0	100 1/4	99 1/4	100 1/4
Sprint	0.00	0.0	100 1/4	99 1/4	100 1/4
AT&T	0.00	0.0	100 1/4	99 1/4	100 1/4
Qwest	0.00	0.0	100 1/4	99 1/4	100 1/4
Southwest	0.00	0.0	100 1/4	99 1/4	100 1/4
Delta	0.00	0.0	100 1/4	99 1/4	100 1/4
American	0.00	0.0	100 1/4	99 1/4	100 1/4
United	0.00	0.0	100 1/4	99 1/4	100 1/4
Southwest	0.00	0.0	100 1/4	99 1/4	100 1/4
Delta	0.00	0.0	100 1/4	99 1/4	100 1/4
American	0.00	0.0	100 1/4	99 1/4	100 1/4
United	0.00	0.0	100 1/4	99 1/4	100 1/4

Stock	Div	Yield	High	Low	Close
Alcoa	0.00	0.0	100 1/4	99 1/4	100 1/4
Alumina	0.00	0.0	100 1/4	99 1/4	100 1/4
Aluminum	0.00	0.0	100 1/4	99 1/4	100 1/4
Aluminum	0.00	0.0	100 1/4	99 1/4	100 1/4
Aluminum	0.00	0.0	100 1/4	99 1/4	100 1/4
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Aluminum	0.00	0.0	100 1/4	99 1/4	100 1/4

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**WALL STREET**  
Wake-Up  
High

**CURRENCY**  
Exchange Rates

**INTEREST RATES**  
Money Rates

**COMMODITIES**  
Energy Rates

**MARKETS**  
Stocks

**INDEXES**  
Market Data

**ADDITIONAL**  
Financial News

**WALL STREET WATCH**

**Stake-Owning Adviser Is High on Salant Stock**

By Floyd Norris  
New York Times Service  
**N**EW YORK — To an investment banker, valuation can be an art. Consider the case of Salant Corp., a clothing company known for such brands as Perry Ellis, Manhattan and John Henry. It is now in bankruptcy court and creditors are being asked to accept a reorganization plan that would give the company a new worth of \$25 each.

The investment-banking firm values at \$25 a stock trading below \$6.

But in the context of bankruptcy court, the decision about relative values will determine who ends up owning the company. If Salant and its investment-banking firm prevail, the existing shareholders will keep a 40 percent stake, with the rest going to creditors. In addition, the current shareholders would own all of a spin-off company that Lubin, Delano expects will prosper.

Warren Delano, a partner in the investment-banking firm, said the valuation was based on Salant's recent performance, after subtracting some of its worst-performing operations, which are to be spun out to the separate company. "Our valuations are based on the knowledge we have of the company," he said.

The principals of Lubin, Delano and their families own common stock and warrants to buy common stock, worth almost \$500,000 at current market prices; the securities would be worth \$3.7 million if the \$25 value proved accurate.

Mr. Delano said the justification for the relatively high stock value was a recent business turnaround, added to the assumption that Salant stock would trade at price/earnings ratios similar to those of such competitors as Liz Claiborne Inc.

Creditors were dubious. "The most recent quarter was a pretty decent quarter," one major creditor said. "But generally speaking, apparel manufacturers are not as conducive to leverage as many other companies. This plain leaves it far too leveraged."

One bondholder who is scornful of the company's valuations is John Boland, the manager of Remnant Partners of Baltimore. "This may be a candidate for a third trip to bankruptcy court" if it emerges from bankruptcy court with that much debt, he said.

**CURRENCY RATES**

Table with columns for Currency, Bid, Ask, and Date. Includes rates for various international currencies like the British pound, Swiss franc, and Japanese yen.

**INTEREST RATES**

Table with columns for Term, Rate, and Date. Includes rates for various interest-bearing instruments like Treasury bills and government bonds.

**In Europe, a New Focus on Joblessness**

By Erik Ipsen  
International Herald Tribune  
**L**ONDON — With the battle against inflation now in its final phases, European policymakers are shifting their focus to chronically high unemployment.

Statistics released Thursday reemphasized that point, showing that British unemployment had jumped by a seasonally adjusted 42,600 in April. It was the 24th consecutive monthly rise, and one that far exceeded analysts' projections.

"If there were anything that could be done on unemployment the shift in emphasis would be quite justified but unfortunately there is little that anyone can do," said Daniel Gross, senior research fellow at the Center for European Policy Studies in Brussels.

In fact, with an anemic recovery forecast for this year and next, many economists predict that any significant reductions in joblessness in Europe will not come until 1994, or later.

"Unemployment is the Achilles heel of the whole thrust of economic policy at the present time," said Gerald Holtbam, chief economist at Lehman Brothers International in London.

In the 1960s Europeans could look with pity at unemployment rates in the United States. Now they look enviously at the ability of the American economy, with its far larger services sector, to generate jobs.

Attempts by European governments to spend their way out of the problem resulted in swollen budget deficits, higher inflation and only short-term employment gains.

"We now all know that there is no way we can go back to the failed policies of the '70s and '80s," said Peter Piesch, chief economist with Commerzbank in Frankfurt. He predicted that Europe would never return to the full employment it knew 30 years ago.

In the near term, any government attempts to stimulate job creation are likely to run afoul of two constraints: high interest rates engendered by Germany's battle with wage inflation and public-sector deficits, and conditions laid down in the Maastricht Treaty.

See **JOBLESS**, Page 16

**Hanson Records First Profit Fall Amid Recession**

Compiled by Our Staff From Dispatches  
**L**ONDON — Hanson PLC said Thursday that the recession hammered its first-half earnings, pushing pretax profit down 17 percent to mark the British-U.S. conglomerate's first such fall.

Profit for the period ended March 31 fell to £488 million, from £588 million a year earlier.

The company, which last week ended a potential takeover of Britain's biggest industrial manufacturer, Industrial Chemical Industries PLC, by selling its 2.8 percent stake for £280 million, has helped buoy Britain's stock market with talk of potential bids.

But Lord Hanson, the company's chairman, gave little clue to his future plans. "We continue to evaluate each acquisition opportunity," he said.

Hanson blamed the recession for the profit decline, the first in its history, and said the drop was exacerbated by the lack of profit from natural-resources sales, which totaled £68 million last year, and a £60 million decline in interest income.

The company said the results were in line with its expectations, but analysts said they had expected earnings to fall about 15 percent, to between £490 and £505 million.

Hanson shares fell 9 percent on the London Stock Exchange on Thursday, to 233 pence, on news of the profit decline, which dragged other shares lower as well. The Financial Times-Stock Exchange 100-share index, which was also hurt by weakness on Wall Street and a steep fall in the FT-SE futures contract, fell 25.8 points, to 2,694.5.

Hanson's sale of its ICI holding, at a gross pretax profit of about £60 million, had raised speculation that it would launch a takeover bid in Britain, bolstering share prices. Earlier, it raised £132 million in cash by selling Ever Ready Ltd. to Ralston Purina Co.

Hanson said revenue in the six months ended March 31 jumped to £4.46 billion, from £3.92 billion, while operating profit edged up to £464 million from £459 million.

Hanson's U.S. operations, run by Lord White, reported trading profits of £17 million amid what is called the weakest automobile, housing and commercial-construction markets in decades.

Lord White said Hanson had recently begun to see signs of recovery in North America, but said the rebound would be slower than in other recent recessions.

**U.S. Recovery Looks Weak**

By Lawrence Malkin  
New York Times Service  
**N**EW YORK — Bigger-than-expected increases in unemployment and business inventories reported on Thursday added to recent indications that the recovery in the U.S. economy is fragile, and securities markets weakened as they waited for an interest-rate reduction from the Federal Reserve Board.

Traders were watching for the weekly money supply numbers, which were released after the securities markets closed.

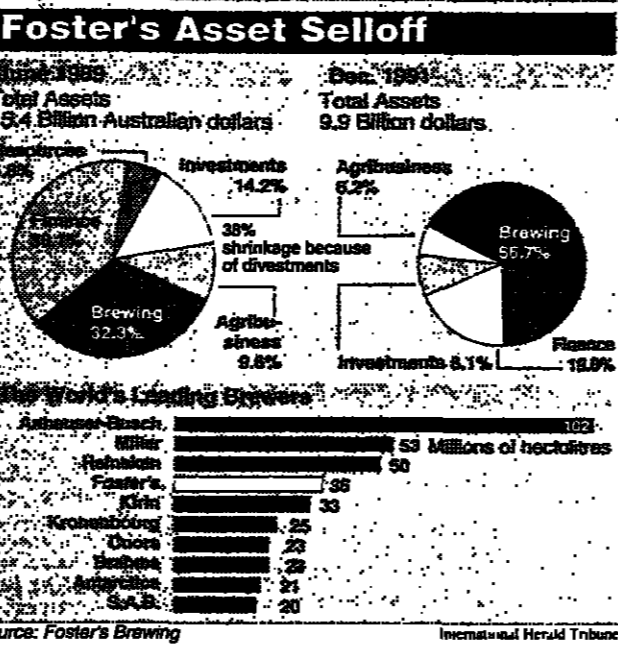
After dropping below the Fed's targets, the money supply began picking up last week. M-2, the closest measure of bank lending and business activity, rose \$9.8 billion in the week that ended May 4, taking it just to the bottom range of the Fed's annual growth target of 2.5 percent to 6.5 percent.

This buys time for the central bank to analyze money and other data available when its policy-making panel meets to decide on interest rate policy next Tuesday.

Earlier, the government said the count of new unemployment claims rose 10,000, to 424,000, during the week that ended May 2, heading away from the level of 400,000 that is generally believed to signal recovery. The four-week average of claims also rose slightly, to 411,500, the first increase since late March.

Business inventories rose by 0.4 percent in March, the first increase since weak Christmas business left retailers stuck with their stocks. Retailers and wholesalers both reported stock build-ups, and a 1.1 increase in durable-goods stocks was partly attributed to rising automobile inventories.

See **RECOVERY**, Page 16



Source: Foster's Brewing  
International Herald Tribune

**Parent's Debt Plan May Shape Foster's**

By Michael Richardson  
International Herald Tribune  
**M**ELBOURNE — Foster's Brewing Group Ltd. will pass an uncertain milestone toward an uncertain future Friday, when the company's major shareholder must present a survival plan to creditors.

Managers of Foster's, on the other hand, want to continue a gradual divestment program to strengthen the core brewing operation as a single global business.

Concerns about the stability of Foster's and a recent warning about a possible further write-down in the value of its nonbrewing assets, chiefly property in the depressed Australian market, have shaken investor confidence recently.

Foster's shares dipped to a five-month low of 1.74 Australian dollars early last week before rising in anticipation that a management shake-up and cost-cutting campaign was about to begin at Carlton & United Breweries Ltd., the Australian brewing arm of the group.

On Thursday, Ted Kunkel, the Foster's chief executive, appeared to hint that such a shake-up was in the works, saying that Carlton "is in the process of reviewing the company's structure to ensure that it is appropriate to constantly changing market circumstances."

See **BREW**, Page 19

ARAB BANKING CORPORATION (B.S.C.)  
FINANCIAL HIGHLIGHTS AS AT 31 DEC. 1991  
Financial Highlights-1991  
Total Assets: 20,451 (1991), 20,549 (1990)  
Total Loans & Advances: 11,038  
Marketable Securities: 1,459  
Deposits with Banks & other Financial Institutions: 6,577  
Total Deposits: 16,836  
Deposits from customers: 10,525  
Deposits from Banks & other Financial Institutions: 6,321  
Total Capital Resources: 2,124  
Shareholders' Funds: 1,411  
Pre-tax Profits: 41 (1991), 47 (1990)

**Olympia Loses Appeal, Must Pay \$240 Million**

Compiled by Our Staff From Dispatches  
**L**ONDON — Olympia & York Developments Ltd. lost an appeal on Thursday against a court ruling that it must make a prompt payment of \$240 million to Morgan Stanley.

Olympia & York said in a statement that lawyers from the two companies would meet Wednesday before the court's vice-chancellor to discuss how the decision would be implemented or stayed.

Industry sources have said that O&Y, which is the world's largest real estate group, struggling with \$12 billion of debts, could be forced to seek bankruptcy-court protection from its creditors if it lost the appeal.

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MARKET DIARY

Earnings Concerns Push Stocks Lower

NEW YORK — U.S. stocks closed broadly lower on Thursday as concerns about earnings swamped the drug, high-technology and retail groups.

N.Y. Stocks

unexpected increase in weekly unemployment claims blunted investor appetite for stocks, traders said. The Dow Jones industrial average fell 23.10 to 3,368.88, with computer-guided sell orders responsible for much of the decline, traders said.

"The jobless-claims rise means the economy is slowing," said Hugh Johnson, chief investment officer at First Albany Co. "The claims number was a touch disappointing—the straw that broke the investor's back."

Aside from weakness in individual groups, disappointment about the lackluster performance of the overall stock market is sinking in, analysts said. The Dow industrials failed to break through 3,400 after hitting a record high of 3,397.58 on Monday.

Drugs and health-care, retail, and financial stocks were down the most among the industry groups. Pharmaceutical issues fell on concerns about Congress's efforts to loosen drug companies' monopolies on so-called "orphan drugs," medications for diseases that affect fewer than 200,000 people.

Cap Inc. sank 4 to 36 1/2, after reporting a weaker-than-expected 11 percent rise in first-quarter earnings. Limited Inc. down 1 1/2 to 20 1/2, has weakened since reporting first-quarter earnings on Tuesday.

RECOVERY: Weak Jobs Data

(Continued from first finance page) expected rise in March earnings, which reduced chances of a British interest rate cut. Meanwhile, Lothar Müller, governor of State Central Bank of Bavaria, said he did not see a possibility of a cut in German interest rates before early 1993.

Although the markets are still expecting a Federal Reserve interest-rate cut, some analysts said the dollar is unlikely to fall much from its current level.

Foreign Exchange

Against the Swiss franc, the dollar weakened, falling to 1.4740 from 1.4810. The Swiss unit rose on rumors that one Asian investor had accumulated a position, running to the billions of dollars, favoring the dollar against it. Traders said there was fears the investor would take any significant rise in the dollar as an opportunity to sell and would also abandon the position if the U.S. currency dropped far from current levels.

Forays below 1.6025 DM would be hard to sustain, given latent corporate demand, traders said.

In earlier trading in London, the dollar fell against the European currencies after the U.S. jobs and inventories data were released. It fell to 1.6133 Deutsche marks, from 1.6220 on Wednesday, to 1.4765 Swiss francs from 1.4935 and to 5.4115 French francs from 5.4525.

The pound rose to \$1.8210 from \$1.8130, but fell to 2.9379 DM from 2.9443.

JOBLESS: European Policymakers Focus on Reducing Unemployment

(Continued from first finance page) that keep a tight lid on public spending. In the United States, on the other hand, the Federal Reserve has been able to push short-term interest rates to their lowest levels in decades. "In Europe, no one can follow suit until Germany's problems are over," said J. Paul Horne, an economist with Smith Barney in Paris.

In fact, Mr. Holtham of Lehman Brothers suggested that the only tried-and-true method to slash unemployment was to "cook the books." Economists point out that job-training programs, for instance, take people off the official unemployment rolls for the duration of their training. They are, however, no substitute for job creation.

Similarly, they say attempts at so-called structural reforms in the labor market, everything from improving the flow of information on job availability to deregulation, to cuts in the minimum wage, will have only a marginal impact.

Still, some analysts insist that the unemployment situation is simply not dire enough to force policymakers to strike out in any bold, and perilous, new direction. In

deed, what has surprised many observers is just how passively voters across Europe have taken to unemployment rates that most governments would have viewed as politically suicidal 10 or 15 years ago.

The Royal Institute's Mr. Eyal cautioned, though, that politicians were still not eager "to find out what the maximum levels of voter tolerance indeed are."

WORLD STOCK MARKETS

Agencies France Press May 14

Table of world stock markets including Amsterdam, Brussels, Frankfurt, London, Milan, Montreal, Paris, Sao Paulo, Singapore, Stockholm, Toronto, Zurich, and others. Columns include stock names, prices, and changes.

Table of Dow Jones Averages, Standard & Poor's Indexes, NYSE Indexes, NASDAQ Indexes, ANEX Stock Index, Dow Jones Bond Averages, Market Sales, N.Y.S.E. Odd-Lot Trading, S&P 100 Index Options, and NYSE Most Actives.

EUROPEAN FUTURES

Table of European futures markets including Food, Coffee, Cocoa, Sugar, and Metals. Columns include contract names, prices, and changes.

U.S. / AT THE CLOSE

Coors to Spin Off Nonbrewing Units

GOLDEN, Colorado (AP)—Adolph Coors Co. announced Thursday a plan to spin off its nonbrewing companies into a separate subsidiary. Coors said the diversified businesses would be grouped into a new holding company called AC Technologies Co.

Sears Shareholders Stage a Protest

ATLANTA (Reuters)—In a show of protest against Sears, Roebuck & Co. management, dissident shareholders at the company's annual meeting on Thursday rallied behind several proposals to alter the company's board and way of doing business.

Ford Backs Japan Transplant Curb

DEARBORN, Michigan (Combined Dispatches)—Ford Motor Co.'s chairman, Harold R. Ford, told stockholders Thursday that the No. 2 U.S. automaker supported a bill that would limit the number of vehicles Japanese automakers could build in the United States.

Intel Stock Takes a Hit

SAN FRANCISCO — Shares in Intel Corp. dropped sharply Thursday following the company's announcement that it would slash prices on its 486SX chip by more than 50 percent. Intel shares plunged \$2.25, to \$49, in late over-the-counter trading.

U.S. FUTURES

Agencies France Press May 14

Table of U.S. futures markets including Grains, Soybean Meal, Soybean Oil, Lumber, Cattle, Hogs, and Metals. Columns include contract names, prices, and changes.

Stock Indexes

Table of various stock indexes including S&P 500, NYSE, Dow Jones, and others. Columns include index names, values, and changes.



J.S. / AT THE CLOSE

Off Nonbrewing Units
Adolph Coors Co. announced Thursday...

lders Stage a Protest

to show of protest against Sears, Roebuck...

pan Transplant Club

(Combined Dispatches) — Ford Motor Co...

k Takes a Hit

Shares in Intel Corp. dropped sharply...

NASDAQ

Thursday's Prices
NASDAQ closed at 4 p.m. New York time...

Table with multiple columns of stock prices and market data under the NASDAQ header.

Large table of financial data, likely stock prices and market indices, spanning the middle of the page.

Lufthansa Posts Big Loss for 1991

Compiled by Our Staff From Dispatches
FRANKFURT — Lufthansa AG posted Thursday a 1991 loss of 424.8 million Deutsche marks...

Shell Beats Profit Outlook

Compiled by Our Staff From Dispatches
LONDON — Royal Dutch/Shell Group reported on Thursday better-than-expected earnings for the first quarter...

U.S. Firms Grumble About Late Saudi Payments

By David Ignatius
WASHINGTON — In February 1981, Bernard Bucheit signed a contract with Prince...

Investor's Europe
Table showing stock indices for Frankfurt, London, and Paris with line graphs and data points.

Very briefly:
Maxwell Communication Corp.'s court-appointed administrator said he was considering taking legal action...

Weak Company Results Hit Bourse
PARIS — A batch of poor company results and weak signals from key foreign economies stoked a surprise sell-off of French shares Thursday...

Table of market data including Stock Indexes and Commodity Indexes.

Market Guide

Various board and committee information for the market guide.

National Westminster Finance B.V. advertisement with financial details and contact information.

Municipality of Rhodes Tourist & Hotel Enterprises S.A. advertisement for a tender.

Treuhandanstalt advertisement for real estate services in Germany.

Treuhandanstalt advertisement for real estate services, including a '100 DM WELL SPENT' offer.



In Japan, Corporate Bonds Are Back

TOKYO — In a sign of the growing importance of the once-dormant corporate bond market, Japanese companies are expected to issue a record volume of domestic straight bonds this month, analysts say.

straight bonds are 'going to become one of the most important ways to raise capital.' Shuichi Nishimura, Nomura Research Institute.

warrants and convertibles into stock, which reduces the cost of redemption for the companies that issued the bonds. Now the debt is maturing and these companies have to find the money to repay bond investors.

Malaysia Airlines Orders 17 Boeing Jets

KUALA LUMPUR — Malaysia Airlines signed orders on Thursday for 17 Boeing 737-400 aircraft, for \$600 million, as part of an expansion program.

Investor's Asia table with columns for Hong Kong, Singapore, and Tokyo indices and their performance over time.

BREW: Parent's Revamping Could Reshape Foster's

(Continued from first finance page) the time it needs to slim down and strengthen its balance sheet.

According to analysts, International Brewing owes its creditors more than 3 billion dollars. Foster's is its only asset.

Seoul Loan Order Seems Aimed Against Hyundai

SEOUL — The Office of Bank Supervision said Thursday that it has ordered the 10 largest South Korean conglomerates to immediately call in loans they had made to the families that control them.

Game Gains: Nintendo Lifts Sales and Earnings

TOKYO — Nintendo Co., the video-game maker, overcame sluggish economies at home and abroad to show a higher profit in the year that ended March 31, the company said Thursday.

Very briefly:

- NEC Corp. of Japan plans to establish a joint venture in Brazil this summer with Bradesco, a commercial bank, and Globo Co., a media company, to produce personal computers, an NEC spokesman said.

Alan Bond's Art Collection to Be Sold

SYDNEY — Alan Bond's private art collection will be sold later this year following the former tycoon's bankruptcy, the liquidator of Dalhousie Investments Pty. M. Bond's private company, said Thursday.

Large table of international fund listings with columns for fund names, managers, and performance metrics.

# SPORTS BASEBALL

## Brown Puts Rangers in a Hole And Orioles Close It Up, 4-2

*The Associated Press*

It only took seven pitches for Kevin Brown to put the Texas Rangers in a 4-0 hole.

"I'd like to have a little bit of luck," Brown said after the Baltimore Orioles' 4-2 victory Wednesday night. "It's not very often you throw two bad pitches and you're down four runs."

Brady Anderson and Mike Devereaux led off the game with doubles, Cal Ripken hit a run-scoring single and Sam Horn hit his second home run this season.

"The pitch to Horn I left over the plate," Brown said. "I tried to get it in on him. If luck is flowing the other way, those balls are hit at somebody for outs."

Rick Sutcliffe improved to 4-1 against Texas, allowing seven hits in seven innings. He took a four-hit shutout into the sixth before Rafael Palmeiro and Ruben Sierra hit consecutive home runs. Greg Olson got five outs for his seventh save.

Baltimore won for the 11th time in 14 games, while Texas, which has lost five of seven, dropped to 5-12 in Arlington Stadium, the worst home record in the majors.

"We need one game with a bloop

hit and the runs will start coming," said the Rangers' manager, Bobby Valentine.

**Blue Jays 4, Athletics 3:** Jack Morris won for the first time in four starts since April 21, allowing an unearned run and seven hits in 6½ innings at the SkyDome as Toronto won for the eighth time in 10 games.

Tom Henke, who allowed Mark McGwire's 16th homer of the season leading off the ninth, finished for his sixth save.

Oakland lost to Toronto for the fourth time this season.

**White Sox 1, Brewers 0:** Kirk McCaskill held Milwaukee hitless for 6½ innings and combined with Bobby Thigpen on a two-hitter for visiting Chicago. McCaskill lost his no-hit bid with two outs in the seventh when Kevin Seitzer singled.

**Angels 1, Tigers 5:** Gary Gaetti hit a game-tying single off Walt Terrell. Les Lancaster walked Gary DiSarcina with the bases loaded and Luis Polonia added a two-run single as California rallied for four runs in the eighth.

Steve Frey faced one batter for

the victory, striking out Dave Bergman with the bases loaded in the eighth at Anaheim Stadium.

**Yankees 12, Mariners 4:** Matt Nokes hit his fifth career grand slam — his 100th career homer — and drove in five runs, and Kevin Maas added a three-run homer in New York.

Scott Sanderson won for the first time in six starts since April 12, allowing one run and five hits in seven innings. Erik Hanson gave up seven runs — five earned — and six hits in two innings.

**Twins 4, Red Sox 3:** Shane Mack broke a 0-for-12 slump with a bases-loaded single in the ninth in Minneapolis as Minnesota won its fifth straight, its longest winning streak since September.

Tom Edens won in relief of Bill Krueger, who has three consecutive no-decisions since his 4-0 start.

**Royals 5, Indians 3:** In Kansas City, Missouri, Curtis Wilkerson hit a three-run homer and Kevin Appier won his third straight start as Cleveland lost its fifth straight.

Dennis Cook failed to get out of the second inning for the second straight start. He allowed four runs and four hits in 1½ innings.



Tim Naehring, Boston's leadoff batter, grimacing after he was hit in the groin by a pitch from Minnesota's starter, Bill Krueger.

## Sampras And Courier Advance in Italian Open

*The Associated Press*

ROME — Jim Courier and Pete Sampras, the top two seeds, continued their march Thursday toward a possible all-American final in the Italian Open tennis tournament.

The top-seeded Courier overpowered Sergi Bruguera of Spain, 6-3, 6-2, to reach the quarterfinals, while No. 2 Sampras beat Goran Prpic of Croatia, 6-2, 6-7 (7-5), 6-1.

Michael Chang, the No. 5 seed who is in Courier's half of the dismantled defending champion and 11th-seeded Emilio Sanchez of Spain, 6-1, 7-5, in a night match at the Foro Italo.

Chang, the 1989 French Open champion, kept Sanchez on his heels all night with sharp serve returns. At one point in the second set, Sanchez turned to the crowd and shrugged his shoulders in frustration after Chang made a running get of a drop volley and scooped it up for a winner.

It is the first time three Americans have reached the quarterfinals in Rome since 1983.

The last American champion here was Jimmy Arias, in 1983.

Also reaching the quarterfinals were eighth-seeded Petr Korda of Czechoslovakia, Carl Uwe Steeb of Germany, Christian Minussi of Argentina, Carlos Costa of Spain and Jaime Yzaga of Peru.

"Things have changed," said Courier, who won the French Open on clay last year, but had never made it past the round of 16 in Rome. "It seems like Americans, including myself, are making more of a mark on the clay. It's pretty encouraging."

Courier blasted his groundstrokes to all angles of the court. He mixed up his game with an occasional serve-and-volley.

Bruguera, one of the world's top clay court players, never had a chance.

"I thought it would be much more difficult than it turned out to be," Courier said. "But I'm not complaining."

## Williams and Litton Blast Giants Past Phillies, 5-3

*The Associated Press*

Matt Williams is expected to hit home runs. And Greg Litton is expected to congratulate Williams after he hits them.

Both players received congratulations in Philadelphia on Wednesday night.

Williams had two nearly identical tape-measure homers, and Litton added his own two-run poke in San Francisco's 5-3 victory, the Giants' first sweep of the Phillies at Veterans Stadium since 1987.

Even San Francisco's manager, Roger Craig, does not count on his second baseman putting too many over the wall. "Any offense he gives us is a plus," he said of Litton.

Litton, of course, is no power hitter. It was his third homer in three years, first in 93 at-bats since June 3, 1991, and seventh in 223 major league games.

Williams, though, is a power hitter, and the third baseman used just about all of his power in launching two tremendous shots.

"Matt's made mine look small," said Litton, who was recalled April 29 when Robby Thompson went on the disabled list.

Williams extended his hitting streak to 10 games, during which the Giants have won six of their last seven.

His first shot traveled 413 feet into the upper deck of Veterans Stadium, the 37th hit into that area since the stadium opened in 1971. His second soared to the deepest area of center and was measured at 418 feet.

Williams has nine homers in his last 20 hits and 10 for the season.

Trevor Wilson pitched 5½ innings and gave up six hits and three runs with a walk and six strikeouts.

Kyle Abbott went six innings, allowing eight hits and five runs, with two walks and eight strikeouts as Philadelphia lost for the sixth time in seven games.

**Pirates 11, Braves 10:** Jay Bell's ninth-inning homer bailed out Pittsburgh, which blew an eight-run lead in Atlanta.

Bell had four RBIs and four of the Pirates'

21 hits. He drove a 2-1 pitch from Alejandro Pena into left for his first homer.

Stan Belinda gave up the game-tying homer to Terry Pendleton in the eighth inning.

**Padres 7, Mets 0:** In New York, Bruce Hurst pitched a six-inning shutout for his 20th straight victory over the Mets, and Gary Sheffield and Tony Gwynn hit the first homers this season off David Cone.

Hurst improved to 6-1 against New York with his first complete game of the season. He struck out four and walked two en route to his 20th major-league shutout.

Cone had allowed only seven runs in his previous five starts, including two shutouts, but gave up a three-run blast to Sheffield in the third. It was the first homer off Cone since Craig Biggio of Houston hit one Sept. 4, a span of 303 at-bats.

**Expos 5, Dodgers 1:** Mark Gardner gave up three hits and struck out 11 in 7½ innings, retiring the first 16 batters before Jose Offerman's sixth-inning walk in Montreal.

Pinch-hitter Stan Javier followed with a single before Gardner got two fly ball outs.

Los Angeles lost for the 10th time in 12 games.

**Cubs 8, Astros 3:** Shawn Boskie had a six-inning shutout through seven innings, and Chicago won consecutive road games for the first time this season.

The Cubs, who scored only seven runs their previous four games, had a run in each of the first three innings off Buich Henry. Chicago also snapped Henry's streak of 18 scoreless innings at the AstroDome.

**Cardinals 4, Reds 2:** In St. Louis, Missouri, Bob Tewksbury gave up seven hits in seven innings for the Cardinals' fifth straight victory, and Brian Jordan had the game-winning hit for the second straight game.

Tewksbury's NL-leading ERA went from 1.60 to 1.73 after he allowed two runs and no walks. Lee Smith got his league-leading 12th save in 14 opportunities.

Jordan, who had a three-run homer in the Cardinals' 6-4 victory Tuesday, had a two-run single in the sixth off Scott Bankhead to put St. Louis ahead, 3-2. Jordan leads the team with five homers and 20 RBIs.

### SIDELINES

#### Lyle Alzado, Ex-NFL Star, Dies at 43

PORTLAND, Oregon (AP) — Lyle Alzado, the former All-Pro National Football League lineman who blamed steroid use for his brain cancer, died Thursday. He was 43.

Alzado played for the Denver Broncos, Cleveland Browns and Los Angeles Raiders. He retired from football in 1985 and began an acting career. Alzado, who said he began using steroids in 1969, failed in an attempt to come back with the Raiders in 1990. Later, he claimed that in the attempt he had used a steroid that ruined his immune system. Alzado was diagnosed as having a rare form of brain lymphoma in April 1991.

**Lil E. Tee Is Preakness Favorite**

BALTIMORE (AP) — Kentucky Derby winner Lil E. Tee, was installed as the early 7-2 favorite Thursday after drawing the No. 9 post position in a full 14-horse field for the 117th running of the Preakness Stakes, the second leg of the U.S. thoroughbred Triple Crown.

Canadian-bred Alydeen, one of seven Preakness entries who did not run in the Kentucky Derby on May 2, was placed next at 9-2 after drawing the No. 12 spot. Casual Link, the Derby runnerup, was at 6-1 going from the No. 8 gate.

**For the Record**

The German athletics federation has suspended the marathon runner Iris Biba after she tested positive for steroids. (Reuters)

### BOOKS

**A WORLD LIT ONLY BY FIRE: The Medieval Mind and the Renaissance — Portrait of an Age**

By William Manchester. 318 pages \$24.95. Little, Brown & Co. Inc., 34 Beacon Street, Boston, Massachusetts 02108.

Reviewed by Norman F. Cantor

WILLIAM MANCHESTER, a veteran writer of popular history books, "in the great tradition of the Duns and Barbara Tuchman," says his publisher here tries his hand at the Middle Ages, the Renaissance and the Reformation. He holds the medieval world in very low esteem. Although the great medievalists David Knowles and Richard Southern are listed in Manchester's bibliography, he apparently doesn't believe a word they ever wrote on the astonishingly high degree of cultural creativity in the Middle Ages, certainly the equal of Roman achievement.

Technologically, the Middle Ages cannot compare with the modern era, of course, but the medieval era did see the introduction of the windmill and the watermill, the heavy wheeled plow, which made intensive agriculture in Western Europe possible, and sailing ships which carried Magellan (Manchester's hero) and Columbus on their voyages.

Manchester tells us that medieval

"Catholicism... found its greatest strength in total resistance to change." On the contrary, medieval Catholicism underwent several great upheavals in piety and doctrine, of which the Protestant Reformation was only the last and perhaps not the most profound. Catholicism also contributed to major advances in political and legal thought and practice. The Church was often in the vanguard of change in medieval Europe.

The art, music, poetry, drama and philosophy of the Middle Ages express an intensity of religious devotion that no subsequent civilization has surpassed or perhaps equaled. Insofar as the Church allowed magic and superstition, it was trying to accommodate popular understanding, not losing its way.

Manchester does little better with the Renaissance. He acknowledges that the "wretched Popes" of the Renaissance era supported greatness in art. It does not occur to him that these popes were no more materialistic than the business executives who sit on the board of the Metropolitan Museum of Art. His understanding of the complex intellectual history of the time is extremely shallow.

Aside from totally failing to appreciate the great achievements of medieval universities, Manchester doesn't realize that the Renaissance humanists were interested in secondary, not higher, education. After a few generous words on Sir Thomas More, Manchester denigrates this refined thinker and heroic defender of conscience as "a rigid Catholic." Eras-

mus, of course, in Manchester's view, was a good guy because he attacked the clergy and made fun of popes.

Of course the Catholics were the real bad guys of the 16th century: "The Spanish Inquisition is notorious, but the Roman Inquisition, instituted in 1542 as a pontifical response to the Reformation, became an even crueler form of terror." One would have thought that a historian like Manchester, who has written much about the 20th century, would have stressed that compared to the suffering under Hitler, Stalin or the Japanese in World War II, the terror from any Catholic Inquisition was relatively modest.

It is distressing to think that this anti-Christian diatribe, reviving the wildest and most ignorant 19th-century polemics against the Roman Catholic Church, will with the publisher's heavy promotion make its way into thousands of middle-class households and school libraries. To gain a better understanding, take your \$25 and rent videos of "The Seventh Seal," "The Return of Martin Guerre," and "Black Robe." Even "The Devils," the film made from an Aldous Huxley novel, and highly critical of the Church, is more subtle and insightful than Manchester's book. The immense diversity of medieval and early modern culture is not within his capacity to explain and analyze.

Norman F. Cantor's most recent book is "Inventing the Middle Ages," a study of 20th-century medievalists. He wrote this for The Washington Post.

### BRIDGE

By Alan Truscott

FOR the first time ever, a top-ranked European woman's team competed in the American Contract Bridge League's Spring Nationals. In Pasadena in March, four Englishwomen performed very well. They lost to a squad headed by George Raape of Manhattan in spite of a successful defense on the diagramed deal.

The opening one-club was strong and artificial. Smith and Davies, as East and West, put on some pressure by bidding briskly to four hearts. Nevertheless, North-South landed in a reasonable five-club contract. North's four no-trump bid was simply one of the minor suits.

West led her singleton diamond, and South put up dummy's queen. He captured the king with the ace, crossed the club 10 and discarded a diamond loser on the heart ace. He then led a spade to the king and continued the suit.

East won with the 10 and cashed the diamond king. This permitted West to dispose of her remaining spade, and the lead of the spade ace permitted the club nine in the West hand to score the setting trick.

**NORTH (D)**

♠ 8 7  
♥ A 9 8 4 2  
♦ Q 8 3  
♣ 10 8 4

**WEST**

♠ 9 5 2  
♥ K J 10 7 5 3  
♦ 6  
♣ 9 3 2

**EAST**

♠ A J 10  
♥ Q 6  
♦ K J 10 9 4 2  
♣ 7 6

**SOUTH**

♠ K Q 6 4 3  
♥ —  
♦ A 7 5  
♣ A K Q J 5

Both sides were vulnerable. The bidding: South 1♣, West 2♥, North 3♥, East 4♥, Pass, 4 N.T., Pass, 5♣.

West led the diamond six.

### DOONESBURY

**DOONESBURY**

IT'S ALL ABOUT THE COMPANY'S GOING TO HAVE TO GET MORE INTERESTED IN THE SELECTION.

BUSH HAS BEEN A DISASTER, AND PEROT WOULD BE EVEN WORSE. WE GOTTA GET BEHIND CLINTON GET THIS!

CLINTON? ARE YOU SERIOUS?

WITH CLINTON, HE GETS A SHOT AT SOME KIND OF FUTURE. I BELIEVE THE HANSA HEADS.

INCREDIBLY SHE'S NOT A BIG DEAL IN THE OFFICE.

### JUMBLE

**JUMBLE** THAT SCRAMBLED WORD GAME by Henri Amiel and Bob Lee

Unscramble these four Jumble words, one letter to each square, to form four ordinary words.

CLOON

LESOO

EDGERD

TRONIA

Now arrange the colored letters to form the surprise answer, as they appear in the above cartoon.

Answer: "O O O O O O O O O O" (Answers tomorrow)

Jumble: POSEY VAGUE ENEMY EXTENT Yesterday's Answer: This name-croppe evidently meet a good many people who have... NEVER MET HIM

### BLONDIE

**BLONDIE**

AGGA WAGGA FLISSE

YOU DON'T SAY

WIKKLE OXKA OGGIN

I'M GLAD YOU MENTIONED IT

DO YOU REALLY UNDERSTAND EVERY WORD OF IT

AND IT SCARES THE LIVING DAYLIGHTS OUT OF ME

ANAKA WAKKA WAKOOO

### WIZARD of ID

**WIZARD of ID**

PID YOU KNOW THERE IS ONE LAWYER FOR EVERY THREE HUNDRED PEOPLE?

IT COULD BE WORSE

HOW?

THERE COULD BE TWO

### REX MORGAN

**REX MORGAN**

THE WEASEL TOOK THE CHECKS FROM THE MIDDLE OF THE BOOK? WE WOULD'N'T HAVE FOUND OUT FOR MONTHS!

MELISSA DOESN'T REMEMBER SIGNING THEM! IT'S A MIRACLE SHE COULD EVEN HOLD A PEN!

HOW CAN I LEAVE AND GO TO AFRICA WHEN MY AUNT NEEDS ME BECAUSE WE'RE ALL THE FAMILY WE'VE GOT?

THEN WHY DON'T YOU STAY AROUND A WHILE — AFRICA'S NOT SO GOOD ANYWHERE!

### GARFIELD

**GARFIELD**

CATS ARE SO VAIN

GARFIELD'S BEEN PREENING ALL DAY

HOW WOULD YOU DOING?

THESE CURLERS ARE KILLING ME!

### DENNIS THE MENACE

**DENNIS THE MENACE**

BY THE TIME SUMMER'S OVER, THOSE ARE GONNA BE TWO TRED TREES.

SP...  
Wizar...  
Horn-Hom...  
Pengu...  
KOREBO...  
Monday's Line Sc...  
AMERICAN...  
BUSINESS NUMBERS...  
YOU...

SPORTS NBA PLAYOFFS

Wizard at the America's Helm

Down-Home Hero Helps Lead Upscale Cup Contender

By Barbara Lloyd
SAN DIEGO — It has been seven years since Buddy Meigs sailed his waterside yacht from the port of Lake Michigan to the other end of the country...

America's Takes A 3-to-1 Lead

SAN DIEGO (Reuters) — America's beat Italy's Il Moro di Venezia by one minute, four seconds on Thursday and took a 3-1 lead in the best-of-seven America's Cup final.



Hot-Shooting Ehlo Rattles Celtics as Cavs Take 3-2 Lead

The Associated Press
RICHFIELD, Ohio — Craig Ehlo accepted a new attitude this year. The occasional bad game was not going to bother him.

Knicks Protest Bulls' Jackson

The Associated Press
NEW YORK — The National Basketball Association is looking into comments by the Chicago Bulls' coach, Phil Jackson, following a formal complaint filed by the New York Knicks' president, Dave Checketts.

Penguins Crush Rangers, 5-1, to Gain Semifinals

By Filip Bondy
PITTSBURGH — What's a 53d year, more or less?

Perhaps not much in the stubborn purgatory of New York City hockey. But for the New York Rangers, champions of the regular season in 1991-92 and nonwinners of the Stanley Cup since 1940, Wednesday night marked a shattering finish to a spring that was supposed to beget something completely different.

REAL ESTATE MARKETPLACE

Real Estate Marketplace section containing various listings for real estate, including houses, apartments, and commercial properties in various locations like USA Residential, London, Belgium, and Italy.

SCOREBOARD

Scoreboard section containing baseball, basketball, hockey, and cycling results. Includes major league standings and game scores.

International Classified section containing various job openings, real estate listings, and business services under categories like Financial Investments, Employment, and Offices for Sale.

Large advertisement for AT&T USADirect service, featuring the slogan 'OUT OF YOUR ELEMENT?' and listing international phone numbers for various countries.

OBSERVER

Lackeys of Progress

By Russell Baker
NEW YORK — After using my new word processor to write a letter to a friend, I printed it on my state-of-the-art laser printer. What a professional look it had! It didn't look like a letter at all. It looked like a piece of junk mail.

such messy work that a writer has to put his mind in order before starting. With a computer, he merely flips a switch, then lets his brain mosey around in the fog on the chance it may bump into an idea.

The Gumbo Blues — It's All in the Sauce

By Mike Zwerin
International Herald Tribune
BOURGES, France — Wearing a silk shirt and spats, Bill Wharton fades in and out of focus — though never out of sync — resembling the cross between Colonel Sanders, Julia Child, redneck farmer, social reformer and B. B. King that he in fact is.



Bill Wharton, bluesman, gumbo cook and creator of the sauce: Liquid Morning.

was around and he could really concentrate. Wharton told himself that if he didn't learn how to play it he didn't deserve to have it.

guitar player. The band often works without the cooking and he takes solo gigs — a week last week in Bordeaux. And when the media are mixed, "It's no gimmick. This was not premeditated. I just thought, 'Hey, let's put these things together.' I didn't sit back and figure out marketing strategy. I'm not that kind of a person. This was something that happened to me. And it clicked."

PEOPLE

A 'Soldierly' Friend Accents Dietrich's Spirit

Family, friends and admirers gathered Thursday at the Madeleine church in Paris for the funeral of Marlene Dietrich, who died May 8 at the age of 90. Her casket was draped in the French flag and adorned with a bouquet of white wildflowers. Three medals, including France's Legion of Honor, were displayed at the foot of the coffin.

Vertical text on the right edge of the page, including 'The Global', 'Bosnia Drives A Failure World', 'ECI', '2d Trial For Politician in Los Angeles', and 'Overh...'.

MOVING
TODAY'S REAL ESTATE MARKETPLACE
Appears on Pages 6 & 21
interdean INTERNATIONAL MOVING

ANNOUNCEMENTS
THE JUNIOR GUILD of the American Cathedral in Paris
ANNOUNCEMENTS
THE AMERICAN UNIVERSITY OF PARIS

INTERNATIONAL CLASSIFIED
ANNOUNCEMENTS
THE AMERICAN UNIVERSITY OF PARIS
SUMMER COURSES IN PARIS

BUSINESS OPPORTUNITIES
OFFSHORE COMPANIES
AVAILABLE CAPITAL
OFFSHORE

BUSINESS SERVICES
FINANCIAL SERVICES
PRECIOUS STONES TRADING COMPANIES
PRUDENTIAL INSURANCE COMPANY OF AMERICA

U.K. HOLIDAYS
SCOTTISH CASTLE to rent Summer '92
HOLIDAY RENTALS
ISRAEL

HOLIDAY RENTALS
FRENCH PROVINCES
COTE D'AZUR, CAP FERRAT
COTE D'AZUR - LE BAYOU

HOLIDAY RENTALS
FRENCH PROVINCES
COTE D'AZUR, CAP FERRAT
MONTE CARLO 2KM

HOLIDAY RENTALS
CARIBBEAN
CAYMAN ISLAND BEACH HOUSE
GREECE

HOLIDAYS & TRAVEL
OLYMPIC RENTALS
BARCELONA OLYMPICS 15 day
LONDON RATS (rental)

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